

BUDGET MESSAGE

Fiscal Year 2019-2020



In accordance with the Local Government Budget and Fiscal Control Act (North Carolina General Statute 159), herein lies a concise explanation of the Town of Zebulon's goals fixed by the budget for coming fiscal year 2019-2020.

1003 North Arendell Avenue
Zebulon, North Carolina 27597
(919) 269-7455
www.townofzebulon.org

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BUDGET MESSAGE FISCAL YEAR 2020

Mayor Matheny, Mayor Pro-Tem Clark, and Commissioners Beck, Bumgarner, Moore, and Strickland:

Submitted herein, in accordance with the Local Government Budget and Fiscal Control Act, is the proposed Town of Zebulon Budget for Fiscal Year 2020.

The recommendations proposed within the FY 2020 Operating and Capital Budget and the FY 2021 – FY 2026 Capital Improvement Plan reflect a prioritized re-investment of the community's financial resources into the labor, equipment, materials, facilities, and infrastructure used to support the community's public service needs and goals.

BACKGROUND

In 2017, the Town of Zebulon undertook a year-long, community-engagement effort to discern citizens' perspective of an "ideal Zebulon". This effort produced the Zebulon 2030 Strategic Plan summarizing the Vision, Mission, and Focus Areas necessary to maintain or achieve the "ideal Zebulon". The Board of Commissioners adopted this plan in June 2018.

The enclosed Budget and the accompanying Capital Improvement Plan fund the foundational programs and projects necessary to realize the goals envisioned for Zebulon 2030. This Budget Message serves to introduce and highlight a few of these programs and projects within the context of the Focus Areas: *Vibrant Downtown*, *Growing Smart*, and *Small-Town Life*.

A vibrant, growing community that maintains its small-town charm and heritage.

Downtowns benefit their community economically, socially, and culturally. Economically, downtowns combine multiple uses on smaller lots within existing municipal service areas, thereby generating more tax revenue per square foot without requiring the expansion of municipal services. Socially, downtowns provide a variety of public spaces open to, and claimed by, the greater community. Culturally, downtowns reflect the community's unique history and identity through architecture and layout. Investment and care of a downtown communicates the larger community's commitment to vibrancy, growth, heritage, and small-town charm.

Town Commons

Zebulon was laid out into lots along the Raleigh and Pamlico Railroad¹. Generally, the grid of streets and blocks within rail towns were established to funnel traffic toward, and financially support, railroad operations.² Like most rail towns, Zebulon's grid of streets and blocks did not include gathering spaces open to the general public. Developing a common area in downtown is essential to address *Vibrant Downtown* and *Small-Town Life* goals.³ This budget funds the acquisition and improvement of a Town Commons downtown.

Unified Development Ordinance

A Unified Development Ordinance (UDO) organizes the development rules for builders to follow when constructing within a community. These rules reflect a community's development preferences. "Revitalize downtown Zebulon" through re-development was recognized as a goal necessary to achieve a *Vibrant Downtown* in the Zebulon 2030 Strategic Plan. Aging infrastructure and updated building codes makes it more costly for builders to re-develop downtown than in the more suburban parts of Town. The UDO can incentivize downtown re-development by creating manageable rules to overcome the unique constraints associated with properties located in an older and denser environment. This budget completes and publishes these development ordinances.

¹ Little River Historical Society. Railroad Born, Citizen Bred: A Century of Life in Zebulon. 2006

² Hudson, John. "Towns of the Western Railroads." Great Plains Quarterly, 1982

³ Zebulon 2030: "develop events, entertainment, and cultural attractions to draw people downtown", "enhance and create more community gathering places"

NC Main Street: Downtown Associate Community Program

The NC Main Street Program (MSP) is coordinated and supported by the NC Department of Commerce. The program offers member communities technical (market analysis, design), educational (annual NC Main Street networking conference, Board member training), and financial (Main Street Solutions Fund Program) assistance on promoting, designing, and managing the economic vitality of their downtowns. Membership in MSP begins with competitive selection to, and subsequent completion of, a three-year Downtown Associate Program. Designation as a NC Main Street community addresses a *Vibrant Downtown* goal (“develop events, entertainment, and cultural attractions to draw people downtown”). This budget funds membership in the Downtown Associate Program.

Traditionally, the overall health of cities is historically influenced by the broad criteria of place, commerce, and safety.⁴ Planning for the growth of a community influences these criteria in differing ways. Place, or commitment to place, is fueled by a feeling that citizens have a stake in meeting a community's needs. The Parks and Recreation Master Plan is a means to understand and address Zebulon's recreation and cultural resource needs through transparency, outreach, and engagement of our citizens. An active commerce sector is maintained by engaging and nurturing the business community. The Business Retention and Expansion program offers the structure to maintain and grow the business community. Transportation not only provides the backbone to a prosperous economy, but it also influences the safety and health of the community. Improving area intersections will address issues related to the commerce and safety of the community.

Parks and Recreation Master Plan – creating place

The Comprehensive Plan does not include a Parks and Recreation Master Plan. Absent this plan, we're unable to plan the facilities and fields needed by a community that grows by more than one-person per day.⁵ Developing a Parks and Recreation Master Plan will reveal the needs of our growing and diversifying population by engaging them to identify those needs. The plan will also create a fair and rational method for new development to fund these growth-related improvements. This budget funds the creation of a Parks and Recreation Master Plan and Impact Fee and addresses *Growing Smart* and *Small-Town Life* goals.⁶

⁴ Kotkin, Joel. *The City: A Global History*. New York: Random House, 2006

⁵ Moore, Joe. "Zebulon 2030' Strategic Plan." Zebulon NEXT Conference, 5 Oct. 2018

⁶ Zebulon 2030: "plan for appropriate land use to meet housing needs", "enhance and create more community gathering places", and "increase the connectedness in the community".

Business Retention and Expansion Program – an active economy

A Business Retention Program (BRE) creates the action plan to retain existing businesses, facilitate business growth and expansion, enhance the business climate, and strengthen the community partnership with local businesses. The BRE will serve as the basis to expand the Community and Economic Development (CED) agreement with the Chamber. The Chamber’s administration of the BRE addresses *Growing Smart* goals in two ways.⁷ First, the Chamber can more cost-effectively and efficiently execute all phases of the BRE than a municipal department. Second, the Chamber’s dedication to the business community by “creating and sustaining a participatory and collaborative business environment” typically accounts for 70%-80% of job and tax revenue creation in economic development efforts⁸. This budget expands the CED agreement.

Intersection Improvements – maintaining a growing and vibrant community

The two-lane roads extending outward from Zebulon into the countryside provided a reliable means for farmers to bring their goods to market. As these farms develop into subdivisions, this farm-to-market road network will not support the new traffic patterns and volumes. This breakdown will occur first at intersections in the network. Funding the intersection improvements through an increase in the Motor Vehicle Tag Fee and the Transportation Impact Fee will address *Growing Smart* goals.⁹

Fund Balance – reinvesting into the community

Fund Balance essentially serves as the Town’s “savings account”. This fund can finance municipal services during economic downturns, and influences interest rates on municipal loans. The Town’s available fund balance as a percent of operating revenues far surpasses the US median.¹⁰ This budget proposes the Fund’s use for capital projects (namely a new fire station site and intersection improvements) to address service needs of a community whose land use is transitioning from agricultural to residential.

⁷ Zebulon 2030: “pursue economic development opportunities with our community partners”, and “maintain appropriate staffing to support expected levels of service for the growing community”.

⁸ Morphis, Crystal. “Economic Development Work Plan & Existing Business Retention and Expansion Program.” Zebulon Planning Retreat, Rocky Mount Mills, 21 Feb. 2019

⁹ Zebulon 2030: “meet transportation needs”, and “support expected levels of service for the growing community”.

¹⁰ Moody’s Investors Service. Town of Zebulon, NC Issuer Comment. 21 November 2018.

Wake County is growing by 62 people per day and 64% of this growth comes from those who relocate from outside the County¹¹. While Zebulon will only experience a proportional share of this population growth, it will experience an equal share of the population diversification. Zebulon's ability to preserve and share its unique small-town feel as "The Town of Friendly People" while mixing different perspectives and cultures, will rest largely on its ability to: connect citizens to each other, deliver helpful and meaningful services, and educate and engage citizens in civic responsibilities and local governance.

Community Connections

Sidewalks are both the means for pedestrians to interact with each other, and to connect with businesses and services throughout the surrounding community. While these interactions and connections appear "lowly, unpurposeful and random ... sidewalk contacts are the small change from which a city's wealth of public life may grow."¹² This budget transitions away from funding greenways and concentrates more on sidewalk construction. Specifically, how to complete missing links in the sidewalk network, and how they connect residents with commercial areas. The budgeted projects address both *Small-Town Life* and *Vibrant Downtown* goals.¹³

Community Events and Gathering Places

In addition to the previously mentioned Town Commons and Parks and Recreation Master Plan, current outreach efforts will be evaluated (ex. Farm Fresh Market, Zebulon Night Out) to make sure relevant events and programs are being offered at sustainable scales. This budget continues the Streetscape Match Grant program to engage non-profit groups in creating gathering places, and self-initiates long-needed replacement of streetscape amenities downtown.

¹¹ Desormeaux, Joe. "Effects of Growth on Site Selection & School Design." Zebulon Planning Retreat, Rose Hill Plantation, 23 Feb. 2018

¹² Jacobs, Jane. The Death and Life of Great American Cities. New York Random House 1961

¹³ Zebulon 2030: "increase the connectedness and walkability in the community", "draw people downtown".

Citizen Engagement

“Engaging citizens in local government is not a fad or simply a nice thing to do. It is, rather, at the core of self-governance.”¹⁴ This budget builds upon successes of the *Police Experience* and *Fire House* citizen-engagement modules included in the roll-out of the “Wakelon School” Citizen’s Academy. Introduction of new modules in Planning, Parks and Recreation, and Budgeting will create a more robust experience and may produce the first “graduate” of all modules. Second, we’ll offer more education and training opportunities to the advisory boards (Planning and Parks and Recreation), and engage them more in policy development feedback (UDO, Parks & Rec. Master Plan respectively). Finally, the transition of our Teen Council from a strictly volunteerism focused group, to one where they impart feedback on policy development efforts, will be evaluated.

¹⁴ Morse, Rick. The Citizens Academy Handbook: Building Capacity for Local Civic Engagement. Chapel Hill, N.C.: School of Government, 2017

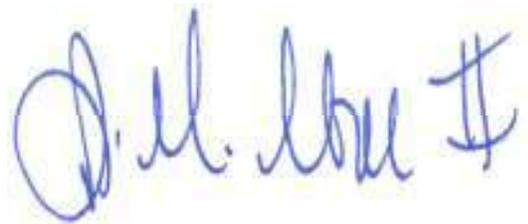
SUMMARY

The FY 2020 Budget is balanced in accordance with the N.C. State Statutes and advances goals expressed within each Focus Area of the Zebulon 2030 Strategic Pan.

As always, Staff did an incredible job creating the budget placed before you. Their work began the week following Thanksgiving at the annual Staff Retreat. Collectively, they put in long-hours over several months. Collaboratively, they worked interdepartmentally to propose how to prioritize the community's needs against the constraints of financial resources.

Appreciation in advance to the sincere and thoughtful work the Mayor and Board of Commissioners will put forth to adopt a FY '20 Budget Ordinance that best meets the future needs of the citizens of Zebulon.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "J. M. Moore II". The signature is written in a cursive style with a large initial "J" and a stylized "II" at the end.

Joseph M. Moore, II, P.E.
Town Manager

MAJOR EXPENDITURES**1. Capital Projects (see Capital Improvement Budget section for details)**

- Streets and Thoroughfares
 - + Intersection Improvements

- Greenways, Bicycles, and Pedestrians
 - + N. Arendell sidewalk

- Stormwater
 - + W. Sycamore Street Outfall easement acquisition

- Fleet and Equipment
 - + Vehicle replacements

- Service Equipment
 - + Police and Fire defibrillators

- Information Technology
 - + Police Radios (second phase)
 - + Computer upgrades

- Property Management
 - + Fire Station: Site Acquisition
 - + Police parking

- Community and Economic Development
 - + Land Use Plan (rolled over)
 - + Transportation Plan (rolled over)
 - + Parks and Recreation Master Plan
 - + Façade Grant
 - + Streetscape Match Grant

2. Operating Programs

- Administration
 - + Tuition Assistance and Career Ladder
These employee reinvestment programs are targeted to: improve employee skills and service, develop a pool for leadership succession, reduce costs and productivity losses occurring from turnover, and develop the work culture codified in our Core Values.

 - + Vulnerability / Safety Improvements
As of this writing, a survey is underway analyzing the safety conditions of all departments throughout Town. This budget will fund some of those earliest improvements.

- Information Technology
 - + IT Associate
As discussed at Retreat 2017, the IT network was poorly understood and inadequately financed. The past two-years produced work identifying how to fix this network. The IT Associate represents the latest evolution to oversee this infrastructure.

- Economic Development
 - + Business Retention and Expansion
The BRE represents the latest progression of our assignment of economic development responsibilities to the Chamber of Commerce.

 - + Downtown Associate Program Coordinator
The Main Street Program point of contact.

- Buildings and Grounds
 - + Janitorial Service
The scope of the current contract is insufficient to adequately clean Town facilities.

REQUESTS NOT PROPOSED

1. Detective

The Police Department experienced turnover in several officer positions. The time frame involved in recruiting and training an officer created short-staffing on several shifts. To guard against this in the future, one of the detective positions was converted to a line officer position. This resulted in more overtime in investigations. This budget did not propose another detective position because there is a possibility to overcome this workload by rotating patrol officers into detective support, and thereby accomplish another goal of cross-training.

2. Development Review Engineer

Our volume of development review has picked up substantially and we should expect our contracted services for engineering review and assistance to increase as well. While we could spend more time evaluating whether we've actually reached the tipping point of transitioning from contracted service to in-house service, this request was not proposed for financial and organizational reasons. Financially, while we expect to see an increase in permitting fees, we do not know the speed or magnitude of those increases. Waiting will allow us time to fully understand the revenue from this development activity. Organizationally, we need to spend more time evaluating how this position could impact the workflow, and fit within the structures, of the Public Works and Planning Departments. This evaluation did not occur last year because of the disruption caused by staff departures within the Planning Department. Additionally, we may discover the more pressing need for engineering expertise may reside in project management of capital projects that exceed the capacity of a traditional public works department.

3. Equipment Operator

The request is tied to a concern that a quickly growing Stormwater infrastructure network needs to be coupled with staffing to adequately maintain that infrastructure. We'll continue to monitor this growth through the Public Works Quarterly Reports and assess when, and how best, to meet this need.

4. Part-Time Customer Service Technician

The request is tied to a concern full-time staff is being pulled into low-skill tasks arising from a growing customer base. We'll continue to monitor this growth through the Public Works Quarterly Reports and assess when, and how best, to meet this need.

5. Fleet Management Fund

This budget continued a previous trend of pushing out the replacement of some vehicles and equipment. While not as severe as last year, the practice is not sustainable. We're investigating the option of managing the fleet in the future by leasing vehicles through a private business.

6. Property Management Fund

While this fund benefited substantially from the retirement of debt (see "Debt" under the "Revenue" section), this budget continued a previous trend of pushing out some requested items to future years. Unlike the Fleet Management Fund, these requests focused more operational improvements rather than replacement or reinvestment into existing facilities. That said, the practice is not sustainable and the construction schedule of the fire station will be influenced by the retirement date of the municipal building debt.

MAJOR REVENUES

1. Property Tax

Property Classification	Actual Tax Value (FY 19)	Projected Value (FY 20)
Real Property (e.g. land, buildings)	\$595,308,000	\$623,000,000
Personal Property (e.g. equipment, vehicles)	\$452,380,000	\$470,000,000

- Operating Tax Rate (52.5¢ / \$100 valuation) [unchanged]
- Capital Tax Rate (6.7¢ / \$100 valuation) [unchanged]
- Expected Collection Rate ~ 99%
- Capital Tax Revenue Distribution by Fund
 - + Fleet
 - # General Fleet ~ \$345,000
 - # Fire Fleet ~ \$176,000
 - + Streets and Thoroughfares ~ \$160,000
 - + Greenways, Bicycles, and Pedestrians ~ \$55,000
 - + Community and Economic Development ~ \$15,000
 - + Service Equipment ~ \$9,000

2. Unrestricted Intergovernmental

- Sales Tax (generally retail sales, an indicator of business activity)
 - + Total (retail sales across state (Article 39, 40, 42, & 44) ~ \$1.137M
 - + Article 39 only (retail sales within Wake County) ~ \$515,000
 - + Reinvested growth of Article 39 back into local Econ. Develop. programs
- Franchise (state levied tax on utilities (ex. electric, gas) ~ \$610,000

3. Restricted Intergovernmental (revenue restricted to specific use)

- Powell Bill (gasoline tax) ~ \$126,000 [unchanged]
- Wake County Fire Tax (fire protection outside Town) ~ \$592,000 [unchanged]
- PEG (public access programming) ~ \$54,000 (contract with “PEG Media”)

4. Permits and Fees

- Zoning Permits and Fees ~ \$140,000
- Inspection Fees ~ \$120,000

5. Sales and Service

- Refuse Collection ~ \$520,000 [renewed contract, same service levels]
- Recreation ~ \$102,000
- Stormwater Fees ~ \$115,000
 - + This fee was created as a funding source to address mandates of the National Pollutant Discharge Elimination System (a Clean Water Act program to reduce pollution of waterways by stormwater runoff).
 - + These fees are dedicated towards capital Stormwater projects and do not represent an exchange for service (as seen in Refuse and Recreation).

6. Utility Rates and Charges (pass through to Raleigh)

- The Merger Agreement requires another utility rate increase of 5.5% to repay debt to the City of Raleigh by 2024.
- Average utility bills in Town represent 2% of Median Household Income.
- Zebulon's utility rates will continue to increase annually unless more customers are added.
- New residential developments have added customers but have not progressed to the stage where they've substantially shortened the payment deadline.
- The Board authorized negotiations with Raleigh staff to develop options to pay-off this debt sooner.
- These options will come before the Board this calendar year.

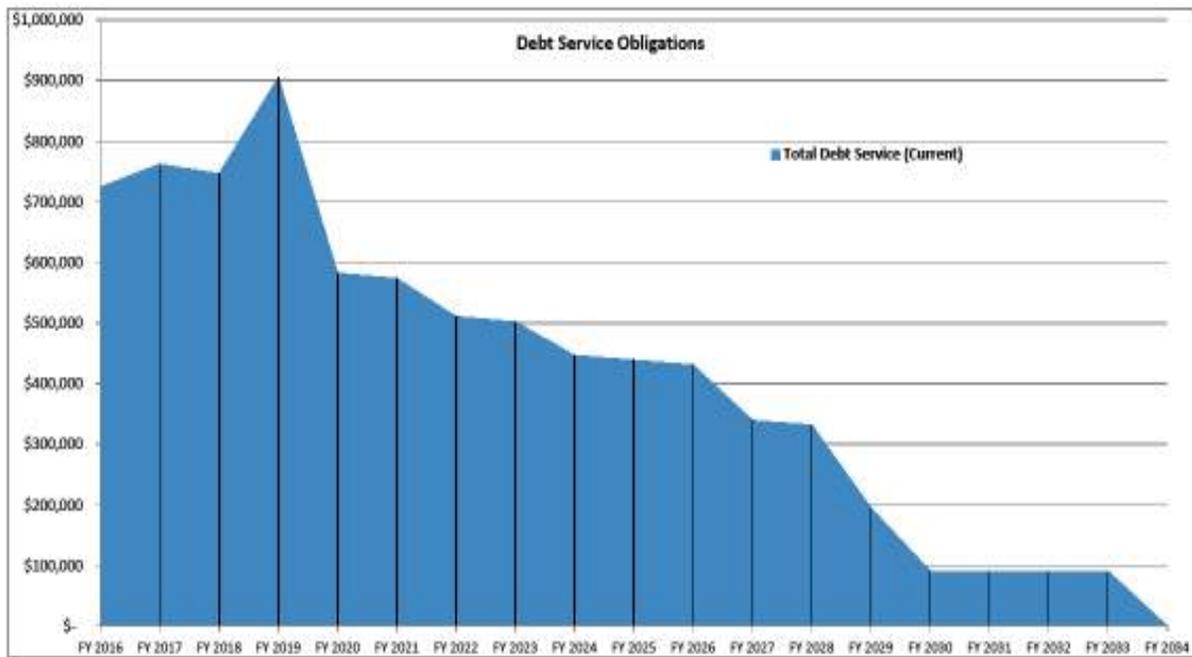
7. Savings

- General Fund's Fund Balance Distribution by Fund
 - + Property ~ \$500,000 (fire station site acquisition)
 - + Community and Economic Development ~ \$395,000
 - + Streets and Thoroughfares ~ \$155,000
 - + Information Technology ~ \$100,000
 - + Fleet ~ \$21,000
- Last Year's Unassigned Balance ~ \$5.934M¹⁵
- Percent per Town Policy ~ 75%
- Project Savings / Rollover ~ \$395,000 (unused from CED last year)

¹⁵ *Comprehensive Annual Financial Report of the Town of Zebulon* (fiscal year ending June 30, 2018)

8. Debt

Project	FY '20 Payments	Retirement Date
Municipal Complex	\$303,925	FY 2029
Community Center	\$0	Retired
Ballfield Lights, C.C. Wall & Roof, Fuel System Rehab.	\$0	Retired
Building Maintenance: ZMC HVAC, ZMC & Police Fire Alarm, Fire Dept. Roof, PW Radio System	\$50,707	FY 2023
Vehicles / Equipment	\$0	Retired
Swaploader	\$53,509	FY 2021



BUDGET CYCLE PHASES

1. Preparation (concludes at Budget Presentation)

- Nov. 27, 2018: Budget Kickoff – review schedule, instructions, and goals
- Jan. 2, 2019: Non-Profit applications mailed
- Jan. 31: Operating Budget requests due
- Feb. 11: Non-Profit requests due
- Mar. 1: Capital Budget requests due
- Mar. 4: Board hears Non-Profit and Citizen Budget requests
- May 6: Budget presented to Board and general public
- May 7: Budget distributed for public review and comment

2. Legislative Adoption (concludes at Budget Ordinance Adoption)

- May 14: Work-Session #1
 - IT Position and Council Chambers AV and computers
 - Police Station parking
 - Public Input (on work-session topics or budget in general)
- May 22: Work-Session #2
 - Business Retention and Expansion Agreement
 - Non-Profit funding
 - Town Commons
 - Public Input (on work-session topics or budget in general)
- May 30: Work-Session #3
 - Parks and Recreation Master Plan
 - Sidewalks
 - Roads
 - Fund Balance
 - Public Input (on work-session topics or budget in general)
- June 4: Public Hearing, Budget Ordinance adoption permitted
- June 13: Additional work-session (if needed)
- July 1: Statutory deadline to adopt Budget Ordinance

3. Implementation (concludes with encumbrances and disbursement of funds)

- July ~ August

4. Summary (concludes with *Comprehensive Annual Financial Report* presentation)

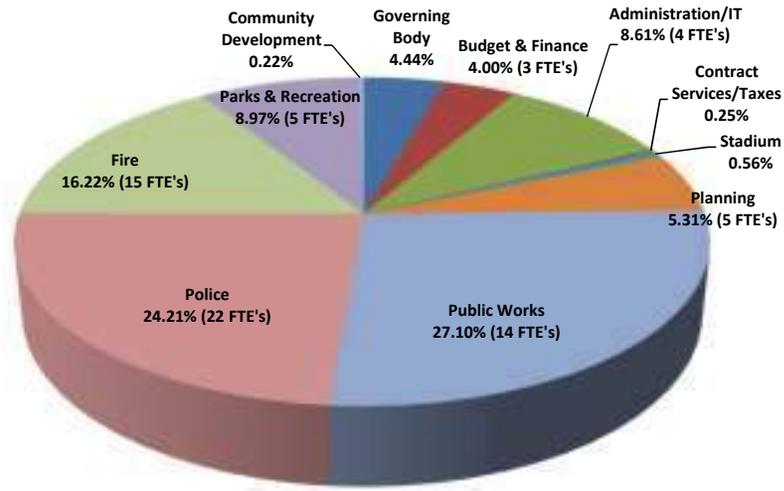
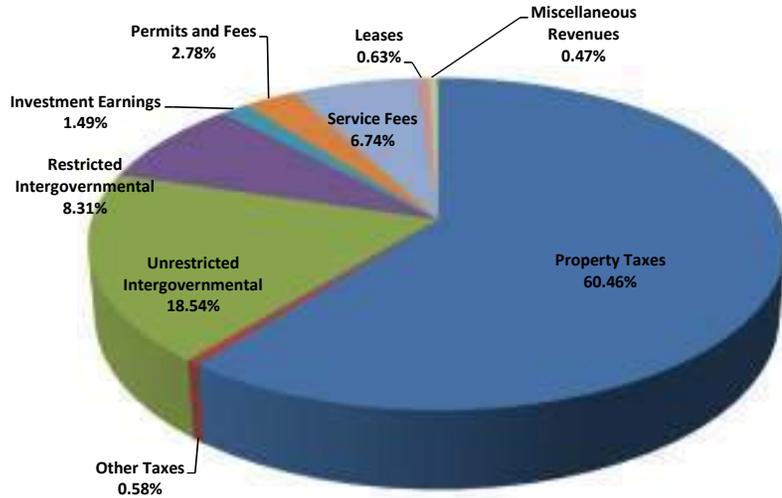
- May – October: Auditor field visits, interviews, and reports
- Presentation: Typically the Board of Commissioner meeting in November

Town of Zebulon General Fund Budget at a Glance
Fiscal Year 2019-2020

Revenues	FY 2020
Property Taxes	\$ 5,693,179
Other Taxes	\$ 54,500
Unrestricted Intergovernmental	\$ 1,746,050
Restricted Intergovernmental	\$ 782,300
Investment Earnings	\$ 140,000
Permits and Fees	\$ 261,500
Service Fees	\$ 635,000
Leases	\$ 59,400
Miscellaneous Revenues	\$ 44,000
Total Operating Revenues	\$ 9,415,929

Capital Revenues	
Installment Financing Proceeds	\$ -
Development Fees	\$ 115,000
Property Tax (Dedicated & Growth)	\$ 760,000
Fund Balance Appropriation	\$ 1,171,331
Wake County Fire (County Cost Share)	\$ 41,240
Sales Tax	\$ 50,000
Stormwater Fee	\$ 115,000
Motor Vehicle Tax	\$ 30,000
Grants	\$ 50,000
Retired Debt (Paid off in FY 2019)	\$ 313,600
Capital Reserve Appropriation	\$ -
Powell Bill	\$ -
Total Revenues & Other Financing Sources	\$ 12,062,100

Operating Expenditures	FY 2020
Governing Body (410)	\$ 402,476
Budget & Finance (420)	\$ 355,900
Administration/IT (430)	\$ 865,345
Contract Services/Taxes (450)	\$ 22,500
Stadium (470)	\$ 50,550
Planning (490)	\$ 536,487
Buildings & Grounds (500)	\$ 613,275
Police (510)	\$ 2,152,080
Fire (530)	\$ 1,442,165
Streets (560)	\$ 542,700
Powell Bill (570)	\$ 27,000
Sanitation (580)	\$ 1,019,055
Stormwater (590)	\$ 214,590
Parks & Recreation (620)	\$ 797,361
Community & Economic Development (690)	\$ 19,770
Total Operating Expenditures	\$ 9,061,254
Total Prior Existing Debt Service	\$ 354,675
Total Operating & Debt Service Expenditures	\$ 9,415,929
Total Capital Expenditures	\$ 2,646,171
Total New Debt Service	\$ -
Total Expenditures	\$ 12,062,100



ORDINANCE 2019-XX

Town of Zebulon Fiscal Year 2019-2020 Budget Ordinance

BE IT ORDAINED, consistent with North Carolina General Statutes, Chapter 159-13, that on June 3, 2019, the Board of Commissioners for the Town of Zebulon approved the operating budget for Fiscal Year 2019-2020. Certain other authorizations and restrictions also are adopted.

Section I. Levy of Taxes.

An Ad Valorem tax rate of \$0.592 per \$100.00 assessed valuation for taxable property listed as of January 1, 2019 is hereby established as the tax rate for the Town of Zebulon for Fiscal Year 2019-2020. Under authority of NC General Statute 20-97, an annual license tax of \$20.00 is levied on each vehicle in the Town of Zebulon.

Section II. General Fund.

A. Anticipated Revenues & Funding Sources

Property Taxes-Current Year	\$6,716,779
Property Taxes-Prior Years	39,000
Tax Penalty & Interest	11,000
Rental Vehicle Taxes	15,000
Privilege License Taxes	500
Motor Vehicle Decal Fees	69,000
Wake County Sales Tax -1 Cent (Article 39)	515,000
Wake County Sales Tax – ½ Cent (Articles 40 & 42)	462,000
Wake County Sales Tax – ½ Cent (Article 44)	160,000
NC Utilities Franchise Taxes	610,000
NC Video Programming Taxes	27,750
NC Beer & Wine Taxes	21,300
PEG Channel Funds	54,000
NC Powell Bill Funds	126,000
Wake County Fire Tax Distribution	633,240
Additional Fire Tax Revenue	7,000
Solid Waste Disposal Tax Distribution	3,300
Interest Earnings-General Fund	140,000
Officer & Jail Fees	1,500
Zoning Permits & Fees	140,000
Street & Sidewalk Inspection Fees	60,000
PW Inspection Fees	20,000
Fire Inspection Fees	40,000
Report Fees	1,000
Industrial Dr Traffic Control-Nomaco	6,000

Industrial Dr Traffic Control-EW Academy	6,000
Refuse Collection Fees	520,000
Stormwater Fees	115,000
Youth Athletic League Fees	30,000
Recreation Program Sponsorships	4,000
Recreation Class Fees	20,000
Park Facility Rental Fees	15,000
Farmers Market Vendor Fees	1,000
Community Center Rental Fees	20,000
Recreation Camp Fees	12,000
Lease Payments-Stadium	4,400
Lease Payments-Cell Towers	55,000
Miscellaneous Revenues	10,000
Wake County ABC Distribution	34,000
Fund Balance Appropriation	1,336,331

Total Revenues & Funding Sources	\$12,062,100
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B. Authorized Expenditures

Governing Body	
Operating	\$402,476
Finance	
Operating	355,900
Administration	
Operating	947,345
Contract Services-Wake County Taxes	
Operating	22,500
Stadium	
Operating	50,550
Planning	
Operating	536,487
Capital	315,000
Buildings & Grounds	
Operating	628,275
Capital	114,000
Debt Service	348,725
Police	
Operating	2,232,080
Capital	199,000

Fire	
Operating	1,450,265
Capital	538,000
Debt Service	182,421
Streets	
Operating	542,700
Capital	551,000
Powell Bill	
Operating	27,000
Capital	99,000
Sanitation	
Operating	1,019,055
Debt Service	54,600
Stormwater	
Operating	214,590
Capital	115,000
Parks & Recreation	
Operating	807,361
Capital	189,000
Community Development	
Operating	94,770
Capital	25,000
	<hr/>
Total Expenditures	\$12,062,100

Section III. Fee Schedule

There is hereby established for Fiscal Year 2019-2020 a schedule of various fees, penalties, privilege license taxes, and fines as included as an attachment to this ordinance as an appendix.

Section IV. Authorized Positions.

There is hereby established for Fiscal Year 2019-2020 a schedule of authorized full-time positions for the Town of Zebulon. Positions established are initially established by the annual budget ordinance. Changes to this schedule may occur during the fiscal year, as authorized by the Town Manager, including but not limited to position changes during the year.

Section V. Salary Schedule.

There is hereby authorized for Fiscal Year 2019-2020 a 2.4% adjustment to the Town's salary schedule. Changes to this schedule may occur during the fiscal year, as authorized by the Town Manager, including but not limited to grade and position changes during the year.

Section VI. Purchase Orders.

All purchase orders will be pre-audited in accordance with the Local Government Budget and Fiscal Control Act and issued on all purchases over \$2,000.00.

Section VII. Special Authorizations-Budget Officer.

- A. The Budget Officer or his/her designee shall be authorized to reallocate operational appropriations within a department and between departments within a fund up to \$5,000.00 as deemed necessary. These reallocations shall be reported to the Board at the first regularly scheduled meeting of the month.
- B. Interfund transfers established by this ordinance may be accomplished without additional approval from the Board.
- C. The Budget Officer shall be authorized to hire personnel in positions authorized by the Board and the set the compensation in accordance with the Salary Schedule and the Personnel Policy.
- D. The Budget Officer shall be authorized to award merit increases to employees as deemed appropriate after consultation with appropriate personnel, in accordance with the Salary Schedule and the Personnel Policy.

Section VIII. Restrictions-Budget Officer.

- A. Reallocations between operational appropriations within a department and between departments in excess of \$5,000.00 shall require Board authorization.
- B. Reallocations between operational appropriations and capital appropriations within and between departments and reallocations between capital appropriations within and between departments shall require Board authorization.
- C. Interfund transfers, except as noted in Section VIII, Item B, shall require Board authorization.
- D. The utilization of any unappropriated fund balance shall require Board authorization.

Section IX. Utilization of Budget Ordinance.

This ordinance shall be the basis of the financial plan for the Town of Zebulon during the Fiscal Year 2019-2020. The Budget Officer shall administer the budget and shall insure the operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget. The Budget & Finance Department shall establish and maintain all records which are in consonance with this ordinance, and the appropriate statutes of the State of North Carolina.

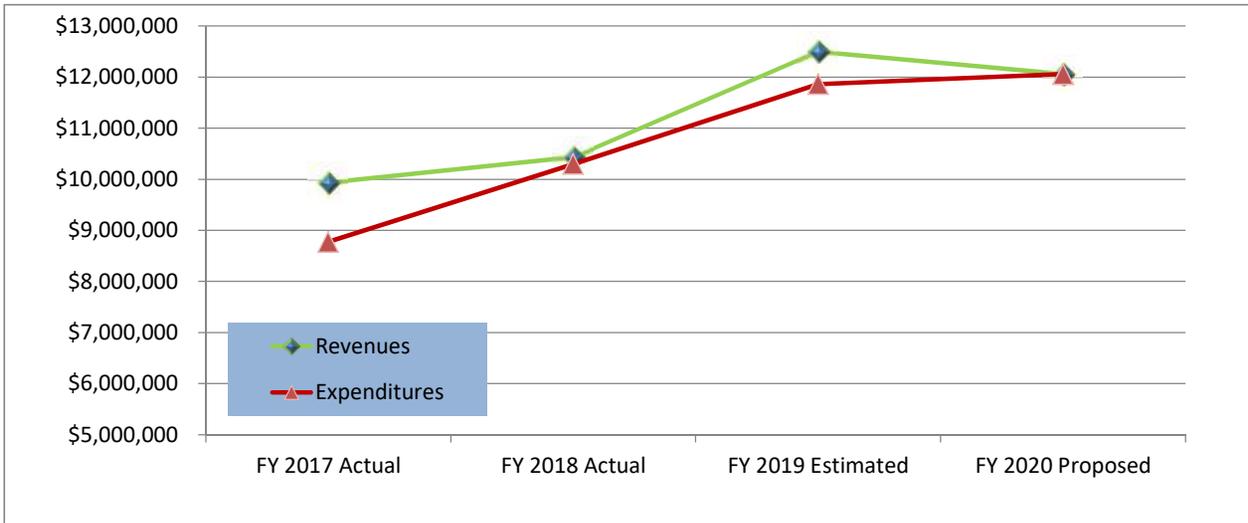
Adopted this 3RD day of June, 2019 and effective July 1, 2019.

DRAFT

**Town of Zebulon Budget Summary
Fiscal Year 2019-2020**

Revenues & Outside Financing Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed
General Fund	\$ 9,933,436	\$ 10,431,499	\$ 12,499,460	\$ 12,062,100
	-	-	-	-
Total Revenues	\$ 9,933,436	\$ 10,431,499	\$ 12,499,460	\$ 12,062,100

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed
General Fund	\$ 8,777,412	\$ 10,299,413	\$ 11,863,493	\$ 12,062,100
	-	-	-	-
Total Expenditures	\$ 8,777,412	\$ 10,299,413	\$ 11,863,493	\$ 12,062,100



Town of Zebulon General Fund Revenue Summary						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2019 Estimated	FY 2020 Projected	% Increase (Decrease) Budget
Property Taxes	\$ 5,475,283	\$ 6,290,575	\$ 6,430,971	\$ 6,520,168	\$ 5,693,179	-11%
Other Taxes	56,062	57,610	54,500	56,500	54,500	0%
Unrestricted Intergovernmental	1,611,491	1,658,529	1,685,500	1,770,284	1,746,050	4%
Restricted Intergovernmental	951,976	920,760	839,170	843,058	782,300	-7%
Private Grants/Contributions	58,720	-	-	7,474	-	0%
Investment Earnings	41,388	108,715	60,000	206,502	140,000	133%
Permits and Fees	95,387	203,794	149,500	229,128	261,500	75%
Service Fees	706,089	760,510	695,975	783,574	635,000	-9%
Leases	58,399	59,055	59,300	84,589	59,400	0%
Miscellaneous Revenues	142,380	81,058	42,500	94,472	44,000	4%
Total Revenues	\$ 9,197,176	\$ 10,140,607	\$ 10,017,416	\$ 10,595,750	\$ 9,415,929	-6%
<i>Other Financing Sources for Capital</i>						
Property Tax (Dedicated & Growth)	-	-	-	-	760,000	
Transportation Development Fees	188,559	-	-	-	-	
Fee-in-Lieu	250,471	205,183	-	63,710	60,000	
Transportation Impact Fees	37,729	85,709	-	140,000	55,000	
Motor Vehicle Tax					30,000	
Capital Reserve Appropriation			-		-	
Wake County Fire (Cost Share)					41,240	
Sales Tax					50,000	
Stormwater Fee					115,000	
Retired Debt (Paid off in FY 2019)	-	-	-	-	313,600	
Grants	-	-	-	-	50,000	
Powell Bill Appropriation			-		-	
Installment Loan Proceeds	259,500	-	2,629,000	1,700,000	-	
Fund Balance Appropriation	-	-	1,778,328	-	1,171,331	
Total Revenues & Other Financing Sources	\$ 9,933,436	\$ 10,431,499	\$ 14,424,744	\$ 12,499,460	\$ 12,062,100	-16%

Town of Zebulon General Fund Revenue Budget						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Projected	% Increase (Decrease)
<i>Property Taxes</i>						
Property Taxes -- Current Year	\$ 5,450,738	\$ 6,275,933	\$ 6,379,471	\$ 6,427,968	\$ 5,643,179	-12%
Property Taxes -- 1st Prior Year	6,153	1,563	35,000	74,000	35,000	0%
Property Taxes -- 2nd Prior Year	2,009	3,581	2,000	4,200	2,000	0%
Property Taxes -- 3rd Prior Year	1,798	601	1,000	750	1,000	0%
Property Taxes -- Other Prior Year	1,629	262	1,000	750	1,000	0%
Tax Penalty & Interest	12,957	8,635	12,500	12,500	11,000	-12%
Total Property Taxes	5,475,283	6,290,575	6,430,971	6,520,168	5,693,179	-11%
<i>Other Taxes</i>						
Local Housing Tax	49			-	-	0%
Rental Vehicle Taxes	14,414	15,889	15,000	15,000	15,000	0%
Privilege License Taxes	515	478	500	500	500	0%
Motor Vehicle Taxes	41,084	41,244	39,000	41,000	39,000	0%
Total Other Taxes	56,062	57,610	54,500	56,500	54,500	0%
<i>Unrestricted Intergovernmental</i>						
Wake County Sales Tax - 1 Cent (Article 39)	458,555	468,326	498,000	498,000	465,000	-7%
Wake County Sales Tax - 1/2 Cent (Articles 40 & 42)	407,173	417,141	442,000	442,000	462,000	5%
Wake County Sales Tax - 1/2 Cent (Article 44)	135,960	142,724	147,000	147,500	160,000	9%
NC Utilities Franchise Taxes	542,341	569,948	550,000	625,000	610,000	11%
NC Video Programming Taxes	29,222	28,728	28,000	27,500	27,750	-1%
Wake County SWLF Distribution	16,926	10,890		9,784	-	0%
NC Beer & Wine Taxes	21,314	20,773	20,500	20,500	21,300	4%
Total Unrestricted Intergovernmental	1,611,491	1,658,529	1,685,500	1,770,284	1,746,050	4%

Bobby Fitts:
Based on tax rate of \$0.525 minus \$313,600 of Debt Service retired in FY 19

Bobby Fitts:
515,000 (Projected FY '20 Article 39 Revenue) - 50,000 (Chamber Partnership and Business Retention & Expansion Program reflecting growth in Article 39 from FY 2017 to present)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Projected	% Increase (Decrease)
<i>Restricted Intergovernmental</i>						
NC PEG Supplement	\$ 55,172	\$ 53,515	\$ 54,000	\$ 54,054	\$ 54,000	0%
NC Powell Bill Funds	125,851	128,099	126,000	129,680	126,000	0%
Wake County Reimbursement -- Stadium	-	-	-	-	-	0%
Federal Forfeiture Funds	-	-	-	-	-	0%
State Forfeiture Funds	62	229	-	100	-	0%
Public Safety Grant	-	-	-	-	-	-100%
NC DOT Grant (Shepard School Rd)	-	-	-	-	-	0%
Wake County Open Space Grant (Greenways)	-	-	-	-	-	-100%
NC Department of Commerce (Rural Econ. Dev. Grant)	-	-	50,000	50,000	-	0%
Bullet Proof Vest Program	1,902	-	-	-	-	0%
Wake County Fire Tax Distribution	630,779	728,287	598,970	598,970	592,000	-1%
Additional Fire Revenue	6,976	7,369	7,000	7,500	7,000	0%
SAFER Grant	-	-	-	-	-	0%
Parks & Recreation Grant	-	-	-	-	-	0%
CAMPO - LAPP Grant	-	-	-	-	-	0%
Wake County-Elect. Recycling Mgt Fund Dist	87	-	-	268	-	0%
Wake County-CDBG (Shepard School Rd)	128,000	-	-	-	-	0%
Solid Waste Disposal Tax Distribution	3,147	3,261	3,200	2,485	3,300	3%
Total Restricted Intergovernmental	951,976	920,760	839,170	843,058	782,300	-7%
<i>Private Grants/Contributions</i>						
United Arts Council Grant	-	-	-	5,000	-	0%
NC Dept. of Agriculture (Farmers Market Grant)	-	-	-	2,474	-	0%
Rex Foundation Grant (Parks & Rec)	58,720	-	-	-	-	0%
Total Private Grants/Contributions	58,720	-	-	7,474	-	0%
<i>Investment Earnings</i>						
Interest Earnings	40,337	105,418	60,000	200,000	140,000	133%
Interest Earnings -- Powell Bill	1,032	3,281	-	6,500	-	0%
Interest Earnings -- Forfeiture Funds	19	16	-	2	-	0%
Total Investment Earnings	41,388	108,715	60,000	206,502	140,000	133%

Bobby Fitts:
 \$126K -27K (Powell Bill Reporting) = 99K for street paving

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Projected	% Increase (Decrease)
<i>Permits and Fees</i>						
Officer & Jail Fees	\$ 1,708	\$ 1,719	\$ 1,500	\$ 1,600	\$ 1,500	0%
Civil Citation Fees	365	340		305	-	0%
Civil Citation Fees - State	-			-	-	0%
Zoning Permits & Fees	80,271	154,617	95,000	155,000	140,000	47%
Code Enforcement Fees	1,014	-	-	-	-	0%
Street & Sidewalk Inspection Fees	4,804	29,651	10,000	41,053	60,000	0%
PW Inspection Fees	1,746	11,021	3,000	13,670	20,000	
Fire Inspection Fees	5,479	6,445	40,000	17,500	40,000	0%
Total Permits and Fees	95,387	203,794	149,500	229,128	261,500	75%
<i>Service Fees</i>						
Report Fees	1,307	1,222	-	1,200	1,000	0%
Industrial Dr Traffic Control Contribution-Nomaco	4,500	6,000	6,000	6,000	6,000	0%
Industrial Dr Traffic Control Contribution-EW Academy	4,500	6,000	6,000	6,000	6,000	0%
Mudcats Off-Duty Work Reimbursement		16,507	17,125	17,133		
Refuse Collection Fees	431,546	445,198	443,000	459,800	520,000	17%
Stormwater Fees	109,312	111,914	112,000	112,000	-	-100%
Cemetery Fees	6,774	7,650		7,600	-	0%
Youth Athletic League Fees	31,879	30,909	30,000	34,500	30,000	0%
Adult Athletic League Fees	450	3,150		2,700	-	0%
Recreation Program Sponsorships	6,084	7,087	4,000	7,100	4,000	0%
Recreation Class Fees	21,376	20,813	20,000	19,500	20,000	0%
Park Facility Rental Fees	14,197	15,807	10,000	23,000	15,000	50%
Farmer's Market Vendor Fees	1,555	2,215		1,800	1,000	0%
Farmer's Market Sponsorship Fees	4,700	4,700		1,250	-	0%
Farmers Market - EBT Matching Donations	-	-	-	1,500	-	0%
Community Center Rental Fees	21,272	22,189	15,000	18,500	20,000	33%
Recreation Senior Programs	32,942	45,069	22,850	53,991	-	-100%
Recreation Camp Fees	13,695	13,080	10,000	10,000	12,000	20%
Youth Council Donations	-	1,000				
Municipal Complex Facility Rental	-	-	-	-	-	0%
Total Service Fees	706,089	760,510	695,975	783,574	635,000	-9%
<i>Leases</i>						
Lease Payments -- Baseball	4,142	4,239	4,300	4,347	4,400	2%
Rental Income -- Cell Tower Sites	54,258	54,816	55,000	80,243	55,000	0%
Total Leases	58,399	59,055	59,300	84,589	59,400	0%

Bobby Fitts:
\$115,000 -
dedicated to
Capital

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Projected	% Increase (Decrease)
<i>Miscellaneous Revenues</i>						
Miscellaneous Revenues	\$ 5,355	\$ 14,236	\$ 10,000	\$ 6,000	\$ 10,000	0%
Business Registration Fees	\$ 3,913	\$ -	\$ -	\$ -	\$ -	100%
Shop with a Cop Donations	\$ -	\$ 3,120		\$ 4,668	\$ -	
Insurance Proceeds	1,756	13,138	-	10,175		0%
FEMA Reimbursement (Hurricane Matthew)	43,492		-	-	-	
Wake County ABC Revenue Distribution	33,341	36,721	32,500	45,791	34,000	5%
Centennial Item Sales	38	25	-	15	-	0%
Sale of Materials	855	4,730	-	3,739	-	0%
Sale of Buildings	-		-		-	0%
Sale of Fixed Assets	53,631	9,090	-	24,084	-	0%
Total Miscellaneous Revenues	142,380	81,058	42,500	94,472	44,000	4%
Total Revenues	\$ 9,197,176	\$ 10,140,607	\$ 10,017,416	\$ 10,595,750	\$ 9,415,929	-6%
<i>Other Financing Sources for Capital</i>						
Property Tax (Dedicated & Growth)	-		-	-	\$ 760,000	
Developer Reimbursements	188,559		-	-	-	
Fee-in-Lieu	250,471	205,183	-	63,710	60,000	
Transportation Impact Fees	37,729	85,709		140,000	55,000	
Lease Purchase Proceeds	259,500		2,629,000	1,700,000	-	
Motor Vehicle Tax	-	-	-	-	30,000	
Capital Reserve Appropriation	-		-	-	-	
Wake County Fire (Cost Share)	-	-	-	-	41,240	
NC Department of Commerce Grant	-	-	-	-	50,000	
Sales Tax					50,000	
Retired Debt (Paid off in FY 2019)	-	-	-	-	313,600	
Stormwater Fee					115,000	
Powell Bill Reserve Appropriation	-	-	-	-	-	
Fund Balance Appropriation	-	-	1,778,328	-	1,171,331	
Total Revenues & Financing Sources	\$ 9,933,436	\$ 10,431,499	\$ 14,424,744	\$ 12,499,460	\$ 12,062,100	-16%

Bobby Fitts:
Based on tax rate of
\$0.067

Town of Zebulon General Fund Summary Expenditure Budget					
Fiscal Year 2019-2020					
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Requested	FY 2020 Recommended
Governing Body (410)	\$ 322,399	\$ 319,577	\$ 348,486	\$ 402,476	\$ 402,476
Budget & Finance (420)	300,487	307,441	334,366	357,540	355,900
Administration/HR/IT (430)	403,631	459,085	619,428	870,398	865,345
Contract Services/Taxes (450)	16,994	18,665	22,000	22,500	22,500
Stadium (470)	51,911	45,669	49,917	50,550	50,550
Planning (490)	330,356	390,033	350,896	509,419	536,487
Buildings & Grounds (500)	486,811	526,280	585,300	629,930	613,275
Police (510)	1,676,762	1,894,156	2,160,363	2,422,353	2,152,080
Fire (530)	1,160,784	1,263,269	1,375,380	1,461,415	1,442,165
Streets (560)	449,492	423,285	214,127	658,550	542,700
Powell Bill (570)	-	1,000	26,994	27,000	27,000
Sanitation (580)	845,297	859,104	547,955	1,042,730	1,019,055
Stormwater (590)	178,778	171,965	192,288	277,700	214,590
Parks & Recreation (620)	682,114	724,551	794,799	804,101	797,361
Community & Economic Development (690)	30,444	17,925	57,448	19,770	19,770
Total Operating Expenditures	\$ 6,936,260	\$ 6,362,130	\$ 7,679,747	\$ 9,556,432	\$ 9,061,254
Existing Debt Load	761,730	746,176	905,187	354,675	354,675
Proposed Debt Load			-	-	-
Capital Budgeting Expenditures	1,088,373	3,107,196	3,278,559	2,646,171	2,646,171
Total Expenditures	\$ 8,786,363	\$ 10,215,502	\$ 11,863,493	\$ 12,557,278	\$ 12,062,100

Governing Body Department Budget (410)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 33,278	\$ 34,442	\$ 35,700	\$ 36,900	\$ 36,900	
Professional Services	246,073	233,520	262,500	300,000	300,000	Includes UDO printing
FICA	3,408	3,498	3,550	2,900	2,900	
Group Insurance	27,577	28,196	35,200	37,300	37,300	
Postage	-	-	1,000	500	500	
Cell Phones	600	600	600	600	600	
Travel/Training	3,241	4,511	6,500	6,600	6,600	
Equipment Maintenance	-	620	500	500	500	
Materials/Supplies	4,394	3,061	3,000	3,076	3,076	
Elections	-	6,312	-	9,000	9,000	
Insurance & Bonds	3,701	4,668	5,500	4,700	4,700	
Miscellaneous	128	149	400	400	400	
Total Operating Budget	322,399	319,577	354,450	402,476	402,476	

Budget & Finance Department Budget (420)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 167,313	\$ 175,456	\$ 183,500	\$ 190,000	\$ 190,000	
Professional Services	6,707	3,781	6,500	8,300	8,300	
FICA	12,869	13,310	14,200	14,800	14,600	
Group Insurance	15,769	15,806	18,000	18,700	18,700	
Retirement	20,767	21,884	23,500	26,600	26,600	
Unemployment Compensation	-	362	5,000	2,500	2,500	
Retiree Insurance Benefits	42,077	44,552	59,000	55,000	55,000	
Postage	1,508	1,440	2,050	2,000	2,000	
Cell Phones	600	600	1,450	2,040	600	Keeping Current Cell Phone Policy
Travel/Training	1,524	1,115	3,500	3,200	3,200	
Equipment Maintenance	-	-	500	500	500	
Advertising	115	-	500	200	200	
Materials/Supplies	2,626	3,051	4,200	3,125	3,125	
Mail Room Supplies	2,355	2,977	3,250	3,050	3,050	
Printing/Copying	5,006	4,444	5,100	5,100	5,100	
Newsletter	-	-	-	-	-	
Computers	-	-	1,000	-	-	
Contracted Services	15,930	13,035	22,000	16,500	16,500	
Insurance & Bonds	5,263	5,589	5,600	5,725	5,725	
Miscellaneous	58	38	250	200	200	
Total Operating Budget	300,487	307,441	359,100	357,540	355,900	

Administration

Our Goal is to Work as a Team to Develop Relationships, which will Grow a Strong and Viable Community as part of the Strategic Plan.

Support

Information Technology

- New IT Contractor
- New Software
 - Office 365
 - Synced Tool
 - Security
 - NeoGov for HR
- Updated Phone System
- Updated WiFi
- Plan for future projects

Human Resources

- 16 New Hires
- 2 Assessment Centers
- 2 Training Events
- 4 Appreciation Events
- Vulnerability Assessments

Safety and Wellness Committees

- Vulnerability Assessments
- Promote Safety
- 4 Healthy Snack baskets provided
- 1 Lunch and Learn
- 2 Walking Groups

Partnerships

Management Team

- Day long Retreat
- Team Building
- Budget Discussions
- Committee Work

Chamber of Commerce

- May Day
- Christmas Parade
- Economic Development
- Downtown Revitalization

Zebulon Downtown Arts Council

- 4 New Art Displays in the Lobby of Town Hall and Receptions for Artists
- Participation Farm Fresh Market

Engagement

Website

- Used Alert feature to keep public informed about concerns and cancellations
- Citizens can report a concern
- Using Analytics to determine pages most visited and which may not be needed

Social Media

- Increased use by all depts.
- 19 Job Vacancies Posted
- Contests
- Followers increased by 32%
- Scavenger Hunt

Community

- Grant Programs
 - Streetscape and Facade Grants
- Non-Profit Funding
- School Children learn about government

Administration (Mgmt., Clerk, HR, IT, PIO) Department Budget (430)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 191,309	\$ 209,374	\$ 257,400	\$ 339,000	\$ 339,000	
Part-Time Salaries	10,489	6,824	7,700	7,894	7,894	
Professional Services	160	1,033	2,500	2,563	2,563	
FICA	14,787	16,208	20,500	26,800	26,800	
Group Insurance	11,061	12,851	18,000	24,900	24,900	
Retirement	22,437	25,418	32,900	47,500	47,500	
Postage	4	-	2,500	-	-	
Cell Phones	1,453	1,414	2,100	2,153	2,100	Keeping Current Cell Phone Policy
Telephone Service	42,042	38,818	20,000	43,800	43,800	
Travel/Training	5,362	8,170	9,900	7,000	7,000	
Travel/Training - H.R.	2,078	1,723	3,500	3,588	3,588	
Equipment Maintenance	-	-	-	-	-	
Appointed Board Appreciation	-	987	3,000	3,000	3,000	
Advertising	319	150	500	1,500	1,500	
Materials/Supplies	4,024	4,621	5,100	4,500	4,500	
Printing/Copying	2,278	4,495	4,600	4,600	4,600	
Newsletter	2,785		-	-	-	
Computers	1,787		-	3,000	-	Moved to I.T. Capital Request
Materials & Supplies - I.T.	5,728	7,503	7,500	7,500	7,500	
Contracted Services	4,999	3,872	15,000	40,000	20,000	Remove Assessment Center
Contracted Services - Townwide IT & Phone	22,222	54,369	112,000	117,000	117,000	
Contracted Services - Website	-		10,000	10,000	10,000	
Insurance & Bonds	336	292	1,000	1,000	1,000	
Miscellaneous	85		-	-	-	
Employee Appreciation Program	2,520	2,764	6,000	15,700	15,700	
Wellness Program	-	3,678	20,000	20,000	20,000	
Safety Committee		457	1,265	1,400	1,400	
Tuition Assistance Program	-	-	-	-	10,000	Adopted policy never funded
Vulnerability/Safety Improvements	-	-	-	-	10,000	Awaiting results from survey of all facilities
Branding	-	-	-	-	50,000	Follow up to Strategic Plan, precedes Wayfinding
Career Ladder	-	-	-	-	30,000	Potential Pilot program
EWTV Partnership	55,365	54,063	54,000	54,000	54,000	
Total Operating Budget	403,631	459,085	616,965	788,398	865,345	

Contract Services Department Budget (450)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Wake County Tax Collection - Contract Services	\$ 16,994	\$ 18,665	\$ 22,000	\$ 22,500	\$ 22,500	
Total Operating Budget	16,994	18,665	22,000	22,500	22,500	



PLANNING DEPARTMENT

Zebulon Planning Department serves to protect the public health, safety, and welfare in our community by providing developers, businesses, homeowners, and citizens guidance through plans, policies, and ordinances designed to assist the Town in sustainable growth.



Smart Policies → Smart Growth

Once completed our Unified Development Ordinance (UDO) will steer development in Zebulon to insure the best possible long-term outcomes.

Late 2017

Fall 2019



Kickoff of public input opportunities



Reviewing first drafts of text at staff level



Broadcast drafts for public comment



8 focus group meetings held



Work with consultants to make changes



Edit drafts to include public feedback



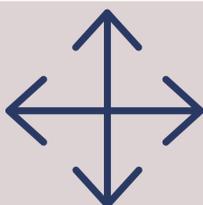
Zebulon Night Out pop-up booth



Prepare drafts for public and board comment



Present final drafts for public review & adoption



Moving in the Right Direction

We are modifying the Transportation Plan, Land Use Plan, and looking to get assistance for Downtown Revitalization.



We are updating our Land Use Plan and Transportation Plans to reflect on changing needs and desires within the Town. Kickoff will be Fall of 2019

We are applying to join the Downtown Associate Community Program as part of the North Carolina Main Street Program

New Planning Director and Assistant Planning Director Hired

Continuing to strengthen relationships with the Zebulon Chamber of Commerce.

Facade Improvement Grant

In Progress

Private Investment:
\$5,200

Town Investment:
\$2,500

Address:
103 N Arendell Avenue



Pizza Amore



Carters Baking Co

Private Investment:
\$6,700

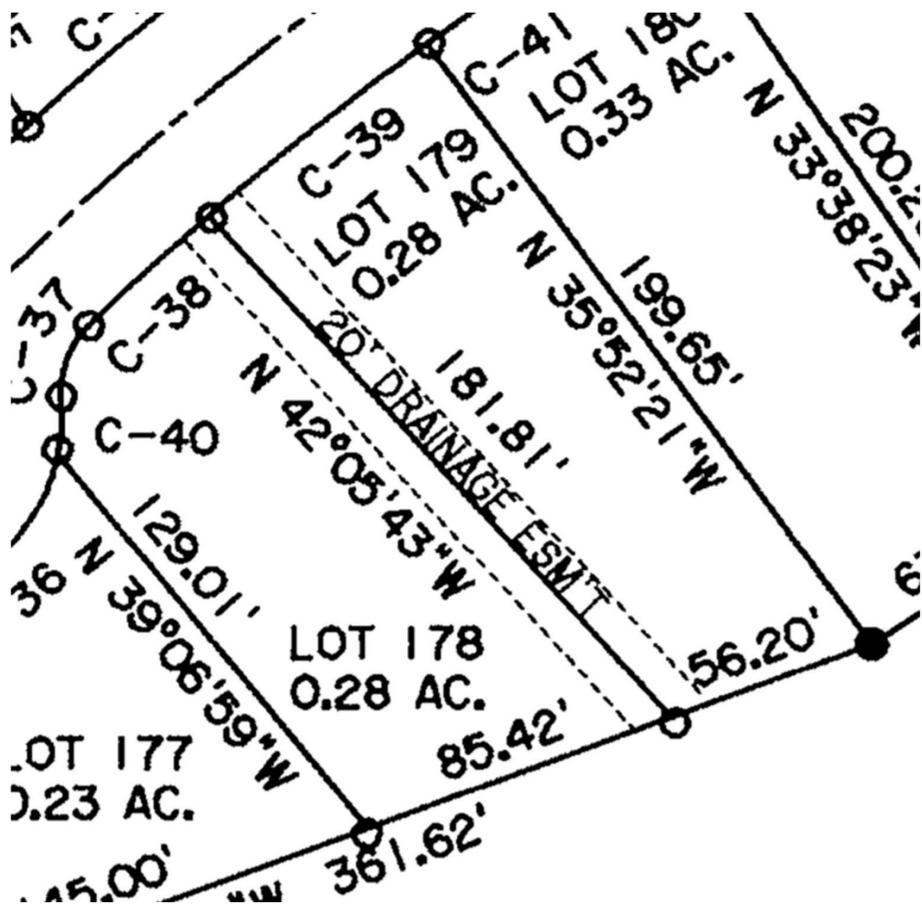
Town Investment:
\$2,500

Address:
114 E. Vance Street



Growth

New Residential Homes are a measure of growth and activity within a community. With increased populations, new commercial opportunities become available.



New Phases of Residential Subdivisions!

Weaver's Pond
Shepards Park
Taryn Lakes
Autumn Lakes

155 New Dwelling
Permits Issued



Planning Department Budget (490)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 202,388	\$ 238,387	\$ 275,400	\$ 308,200	\$ 308,200	
Salaries (Overtime)	-	10,287	9,700	9,000	9,000	
Part-time Salaries	-	-	-	-	50,000	Project Management: Census, DCA, Community Engagement
Professional Services	26,453	30,372	35,700	30,372	25,000	Capital Prof. Serv. Included in Capital Budget; Complete UDO
FICA	15,056	18,693	22,300	24,550	28,250	
Group Insurance	19,096	23,434	30,000	31,100	31,100	
Retirement	24,711	31,038	37,100	44,400	44,400	
Postage	1,125	2,424	1,550	2,424	2,424	
Cell Phones	1,236	1,238	1,300	3,500	2,100	Keeping Current Cell Phone Policy
Travel/Training	2,888	3,667	7,000	5,500	5,500	
Equipment Maintenance	-	-	1,050	500	500	
Vehicle Maintenance	3,681	875	2,050	2,050	925	FY 2018 Actual X CPI-U ²
Advertising	4,477	1,170	3,100	3,178	3,178	
Fuel	521	619	1,550	1,589	1,589	
Materials/Supplies	11,648	10,527	9,250	9,483	9,483	
Materials/Supplies (Office Furniture)	-	-	-	6,172	-	New Furniture not recommended
Printing/Copying	2,462	2,733	3,100	3,178	3,178	
Computers	-	1,807	2,500	2,563	-	Moved to I.T. Capital Request
Uniforms	-	369	1,050	1,076	1,076	
Printing (UDO)	-	-	6,500	10,000	-	Moved to Governing Board
Inspections	10,000	3,545	3,000	3,076	3,076	
Census 2020	-	-	-	1,500	1,500	
Insurance & Bonds	4,500	8,570	5,500	5,700	5,700	
Miscellaneous	113	277	300	308	308	
Total Operating Budget	330,356	390,033	459,000	509,419	536,487	

ZEBULON POLICE DEPARTMENT

1001 N. ARENDELL AVE. ZEBULON, NC 27597



WE "ENFORCE"
laws governed by this state



"Importance of Visibility"

501

Accident reports filed

8,993

Calls for service

91,591

Business checks



WE "PROMOTE"
public safety



"Keeping You Safe"

WE "EMPOWER"
ourselves and the public



"Checking in with CPR survivor"



WE "ENFORCE"

1,227

Citations written

363

STEP hours conducted
120 citations 127 warnings

197

Physical Arrests made

23

Checkpoints completed



WE "PROMOTE"



2

Active Shooter presentations
to the public

5

Community Watch
Meetings attended

38

Public events throughout the
year



WE "EMPOWER"

40

Classes attended by Officers

2

Police Experience tours

2

Coffee with a Cop events

7

In Service training dates

3

Open range dates



Facebook has been proven to be **68%**
effective in solving ZPD criminal cases.

26 out of **38** cases were solved this year

OUR STAFFING

21 Full time - 3 Part time - 3 Reserve - 1 Full time civilian - 1 Part time civilian

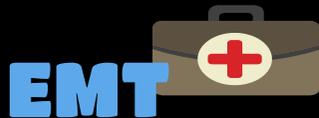
Police Department Budget (510)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 966,547	\$ 1,104,370	\$ 1,166,925	\$ 1,293,700	\$ 1,214,200	Detective position not recommended; Refine "Career Ladder" & First Sergeant
Salaries (Overtime)	-	-	4,500	10,400	10,400	
Admin. Salaries (non LEO position)	45,779	47,500	49,800	51,500	51,500	
Separation Allowance	9,707	2,455	-	-	-	
Part-time/Auxiliary Salaries	12,046	15,736	17,390	17,828	17,828	Front Desk: \$10.50/hr @ 3 hrs/day, 5 days/week x 52 weeks = \$8,200; PT Officer: 8 officers relieved for 60 hrs of vacation leave @\$17/hr=\$8,200.
FICA	77,280	86,872	95,700	106,300	99,800	
Group Insurance	90,983	116,623	123,100	149,200	144,000	
Retirement	129,953	150,887	164,525	198,900	185,700	
Postage	282	195	425	436	436	
Cell Phones	9,834	10,722	11,000	16,100	10,750	Keeping Current Cell Phone Policy
Travel/Training	5,951	10,826	14,850	17,014	17,014	
Equipment Maintenance	6,097	7,040	8,000	8,202	8,202	
Vehicle Maintenance	47,765	32,420	40,000	50,000	39,000	In keeping with declining vehicle maintenance costs as aging fleet is replaced
Fuel	32,640	42,203	40,000	41,008	41,008	
Materials/Supplies	13,579	14,538	15,600	16,593	15,385	FY 2018 Actual X CPI-U ²
Printing/Copying	3,754	3,441	3,500	3,588	3,588	
Crime Prevention	(451)	2,406	3,500	8,000	4,900	Police Experience Only
Zebulon Night Out	2,476	1,544	3,500	4,500	4,500	
Fitness Room Equipment Maintenance	1,478	-	-	-	-	
Mobile Data Terminal Fees	10,035	10,187	11,500	11,790	11,790	
Radios	-	-	92,000	76,000	-	Moved to I.T. Capital Request
Ammunition	6,795	7,462	7,500	14,000	14,000	
Computers	-	-	-	54,000	-	Moved to I.T. Capital Request
Tactical Entry Gear	-	-	-	4,000	-	Moved to Service Equipment Capital Request
Weapons	2,772	-	-	-	-	
Shop With A Cop Program	-	3,613	1,970	2,020	2,020	
Uniforms	18,079	21,735	22,900	33,430	33,430	
Contracted Services-Raleigh 911	94,724	106,140	113,700	113,700	113,700	
Contracted Services-Other	35,243	31,246	57,300	49,215	38,000	FY 2017 Actual X CPI-U ³
Contracted Services-Legal Fees (Smith Rodgers)	-	5,265	5,500	5,639	5,639	
Insurance & Bonds	\$ 49,989	53,583	54,000	\$ 58,000	\$ 58,000	
Miscellaneous	1,021	1,054	1,500	1,538	1,538	
Informant Fees	1,500	1,500	1,500	1,538	1,538	
Canine Unit	905	2,592	4,110	4,214	4,214	
Total Operating Budget	\$ 1,676,762	\$ 1,894,156	\$ 2,135,795	\$ 2,422,353	\$ 2,152,080	

YEAR IN REVIEW

2018



RESPONDING



servicing over
25
SQUARE MILES



REACHING OUT TO PROTECT



33
Smoke Alarms
Distributed

Child Safety Seat Program



54
Seats Checked This Year



4,025 People Reached through Programs

PREPARING OUR COMMUNITY



Using Social Media
to Provide
Seasonal Info



Search **zebulonfd** to Like or Follow!

250,000 Views in 2018



Ready | ALERTS
WAKE!

Sign up at ReadyWake.com!

113 E. VANCE STREET
ZEBULON, NC 27597
919.269.6487

WWW.TOWNOFZEBULON.ORG

PERSONNEL DEDICATED TO THEIR COMMUNITY



20 Volunteers

15 Career

9 Part-Time

12 Explorers

TRAINED TO SERVE



5,923 Hours of Training

READY WHEN NEEDED



Fire Department Budget (530)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 661,674	\$ 710,653	\$ 808,640	\$ 825,000	\$ 825,000	
Part-time Salaries/Volunteer Pay	51,110	75,827	54,705	55,000	55,000	
FICA	54,069	59,727	65,785	68,550	68,300	
Group Insurance	74,152	77,295	90,000	94,000	94,000	
Retirement	83,513	90,691	102,355	115,500	115,500	
Other Fringe Benefits	6,677	6,979	8,150	8,150	8,150	
Postage	264	226	725	740	740	
Cell Phones	4,463	4,740	5,100	16,000	12,300	***** FY 2019 Requested
Utilities	12,000	14,231	12,500	12,800	12,800	
Travel/Training	4,436	4,144	5,200	5,300	5,300	
Building Maintenance	9,339	7,231	12,550	12,550	12,550	
Equipment Maintenance	10,143	9,970	10,000	10,000	10,000	
Vehicle Maintenance	33,450	54,155	35,000	35,000	35,000	
Fuel	8,603	10,735	10,000	10,000	10,000	
Materials/Supplies	23,097	26,033	31,200	32,700	32,700	
Computers	-	-	4,100	7,200	-	- Moved to I.T. Capital Request
Defibrillators	-	-	8,100	8,100	-	- Moved to Service Equip. Capital Request
Uniforms	6,453	10,300	8,500	8,500	8,500	
Turnout Gear	21,456	9,878	10,700	10,700	10,700	
Contract Services	7,002	8,381	12,650	13,000	13,000	
Inspections Program	1,761	1,493	2,500	2,500	2,500	
Wake Hazmat Team - Fire Service	2,021	2,127	2,200	2,525	2,525	
Wake County Dispatch - Fire Service	4,553	5,228	4,800	6,200	6,200	
Safety Program	1,303	1,300	-	-	-	- Safety Program within Administration budget
Recruitment & Retention	292	796	850	1,500	1,500	
Medical Exams	7,457	7,684	12,500	12,500	12,500	
Insurance & Bonds	71,001	62,678	86,400	86,400	86,400	
Miscellaneous	495	767	1,000	1,000	1,000	
Total Operating Budget	1,160,784	1,263,269	1,406,210	1,461,415	1,442,165	



Zebulon Parks & Recreation Review of 2018

The Zebulon Parks & Recreation Department works to enhance the lives of our citizens and visitors by providing beautiful parks, play opportunities, wellness programs, and education opportunities.



Small Town Life



13,817

Farm Fresh
Market
Visitors

7,969

Walkers at the
Zebulon
Community
Center



766

Participants in
youth and adult
athletic leagues.

...

Participated
in events

254

Participants in
summer camps



Vibrant Downtown

400

Attended the Christmas Tree Lighting Festival

Christmas Parade

Supported the annual Christmas Parade



Growing Smart



140

Coaches Volunteered

+

Renewed focus on partnerships

140

Rentals of sport fields.

Parks & Recreation Department Budget (620)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries	\$ 261,990	\$ 269,691	\$ 287,000	\$ 281,300	\$ 281,300	
Part-time Salaries	60,053	63,417	98,420	101,400	101,400	
Part-time Salaries (Farmers Market)	19,100	20,376	24,000	24,000	24,000	
FICA	25,598	26,436	31,600	31,400	31,400	
Group Insurance	26,364	27,120	30,000	31,100	31,100	
Retirement	32,043	33,648	36,700	39,400	39,400	
Postage	152	204	750	769	769	
Cell Phones	2,556	2,554	2,700	3,490	2,700	Keeping Current Cell Phone Policy
Park Utilities	27,632	34,604	29,600	30,346	30,346	
Travel/Training	1,799	1,892	3,250	5,000	5,000	
Grounds Maintenance	21,026	26,427	21,800	24,300	24,300	
Equipment Maintenance	7,380	8,917	10,300	10,400	9,450	FY 2018 Actual X CPI-U ²
Vehicle Maintenance	7,774	2,927	6,000	6,000	3,100	FY 2018 Actual X CPI-U ²
Fuel	7,082	8,271	10,600	10,000	10,000	
Materials/Supplies	13,311	13,769	16,200	3,600	11,100	
Athletic Team Uniforms	14,714	15,366	18,500	19,500	19,500	
Community Center Materials/Supplies	7,994	8,163	8,300	8,300	8,300	
Computers	642	1,123	1,580	2,100	-	Moved to I.T. Capital Request
Printing/Copying	2,998	2,698	2,600	2,600	2,600	
Contract Services	48,632	49,727	51,000	10,775	10,775	
Insurance & Bonds	24,542	23,436	25,400	25,400	25,400	
Camp Programs	15,688	15,816	16,100	21,641	21,641	
Senior Trips	32,484	44,539	22,850	-	-	
Farmers Market	20,481	23,238	25,800	22,100	22,100	
Special Events	-	-	15,000	20,150	20,150	
Community Center Programs	-	-	-	26,635	26,635	
Cultural & Recreation Programs	-	-	-	7,175	7,175	
Athletics	-	-	-	27,520	27,520	
Marketing & Advertisement	-	-	-	7,500	-	Moved to Materials & Supplies
Miscellaneous	79	193	200	200	200	
Total Operating Budget	\$ 682,114	\$ 724,551	\$ 796,250	\$ 804,101	\$ 797,361	

Town of Zebulon Public Works

450 E. Horton Street
Zebulon, NC 27597



919.269.5285
www.townofzebulon.org

Public Works is committed to providing the citizens of the Town of Zebulon with the highest level of service and to the protection of the environment.

**PROTECT
ASSETS**



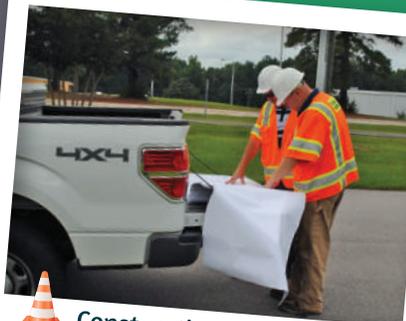
Maintain 23.68 miles of roadway



Manage over 78,000 sf of buildings and structures



Landscape maintenance on 80 acres



Construction Inspection

PROTECT QUALITY OF LIFE



Plow roads during winter storms



Collect 8,118 cubic yards average of yardwaste and leaves annually



Collect 1,851 tons of trash and 270 tons of recycling on average annually



PROTECT ENVIRONMENT



Implement Greenway Master Plan with approximately 21.5 miles of greenway corridors



Remove 412 cubic yards of debris annually



Sustain 12.8 miles of stormwater pipe, 4.12 miles of ditches, 755 structures, and 2 retention ponds

Stadium Department Budget (470)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Electricity	\$ 12,673	\$ 7,818	\$ 12,000	\$ 10,000	\$ 10,000	
Water/Sewer	32,071	28,999	30,500	31,250	31,250	
Buildings & Grounds Maintenance	2,929	3,284	3,600	3,675	3,675	
Materials/Supplies	3,056	4,206	4,000	4,100	4,100	
Insurance & Bonds	1,182	1,363	1,500	1,525	1,525	
Total Operating Budget	51,911	45,669	51,600	50,550	50,550	

Buildings & Grounds Department Budget (500)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries (J. Blaylock, M. Duffy, S. Jarquin)	\$ 104,761	\$ 113,549	\$ 120,000	\$ 131,000	\$ 131,000	
Part-time Salaries	6,448	5,502	8,000	8,200	8,200	
Professional Services	23,535	17,970	29,000	35,000	25,000	FY 2017 Actual X CPI-U ³
FICA	8,287	8,887	9,900	10,850	10,750	
Group Insurance	16,173	16,645	18,000	18,700	18,700	
Retirement	12,826	14,135	15,400	18,350	18,350	
Postage	232	140	200	200	200	
Cell Phones	1,685	1,716	1,350	2,130	1,350	Keeping Current Cell Phone Policy
Electricity	27,134	27,333	30,000	30,750	30,750	
Water/Sewer	9,272	9,334	9,500	9,700	9,700	
ZMC Utilities	51,639	56,254	55,000	56,350	56,350	
Travel/Training	1,877	1,296	2,500	2,550	2,550	
Buildings & Grounds Maintenance	21,867	33,699	32,735	33,550	31,000	Beaverdam project boards and grand opening tied to capital projects
Nuisance Abatements	26	59	1,000	1,000	1,000	
Highway 64 Maintenance	2,000	1,600	1,700	1,725	1,725	
ZMC Maintenance	76,949	79,458	84,500	86,600	86,600	
ZCC/Maintenance Building Maintenance	31,360	41,044	33,250	34,050	34,050	
Community Park Facility Repairs	-	-	30,000	-	-	
Daffodil Days	-	-	1,025	1,050	1,050	
Equipment Maintenance	11,790	9,810	10,000	10,250	10,250	
Mowing Equipment Maintenance	5,090	6,167	5,625	5,750	5,750	
Vehicle Maintenance (2000 F-550 Bucket, 2005 F-250, 2018 F-150)	3,720	3,619	4,000	4,100	3,850	FY 2018 Actual X CPI-U ²
Fuel	5,048	6,074	7,050	7,225	7,225	
Materials/Supplies	9,019	13,725	12,250	12,550	12,550	
Tree City USA Program	1,420	1,495	1,500	1,525	1,525	
Janitorial Materials & Supplies	2,081	2,427	2,050	3,050	2,575	FY 2018 Actual X CPI-U ²
Uniforms	1,799	1,819	1,850	1,900	1,900	
Contracted Janitorial Services	36,006	39,074	43,000	85,000	85,000	
Greenway Promotional Printing/Literature	1,549	2,388	2,500	2,500	-	Not Recommended
Insurance & Bonds	12,774	10,665	13,500	13,825	13,825	
Miscellaneous	444	394	500	500	500	
Total Operating Budget	\$ 486,811	\$ 526,280	\$ 586,885	\$ 629,930	\$ 613,275	

Street Department Budget (560)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries (J. Brown, W. Gay, R. Silvers, Construction Inspector)	\$ 127,407	\$ 132,691	\$ 167,000	\$ 253,100	\$ 197,000	Development Review Coordinator position not recommended
Professional Services	14,709	15,965	24,000	20,500	10,500	No external plan review; Construction inspector instead of consultant; tied project design to capital projects
FICA	9,378	9,838	13,250	19,700	15,300	
Group Insurance	20,382	17,156	28,500	31,100	24,900	
Retirement	15,603	16,547	22,250	35,450	27,600	
Postage	224	232	400	400	400	
Cell Phones	1,452	1,854	2,800	4,100	2,800	Keeping Current Cell Phone Policy
Street Lighting	135,118	136,072	164,000	166,000	146,000	FY 2018 Actual X CPI-U ²
Street Lighting (LED Conversion)	25,850	-	-	-	-	
Travel/Training	1,551	2,147	5,700	7,300	5,800	Training associated with position not proposed
Sidewalk & Handicap Ramp Maintenance	9,885	-	10,000	10,250	10,250	
Equipment Maintenance	14,577	8,521	8,900	9,125	9,125	
Vehicle Maintenance (2001 F-450 Dump, 2004 F-350, 2008 F-250, 2016 F-150, 2019 F-550)	12,670	10,307	13,000	11,275	11,275	
Fuel	6,606	8,484	9,550	9,975	9,975	
Materials/Supplies	25,138	23,454	22,000	27,550	22,550	Furniture associated with position not proposed
Computers	2,908	1,792	3,500	2,750	-	Moved to I.T. Capital Request
Snow/Ice Removal Supplies	8,254	11,901	12,100	12,400	12,400	
Uniforms	1,802	2,554	4,250	5,100	4,350	Uniforms associated with position not proposed
Contract Services	4,022	8,997	9,200	8,400	8,400	
Insurance & Bonds	11,275	14,244	23,000	23,575	23,575	
Miscellaneous	679	532	500	500	500	
Total Operating Budget	449,492	423,285	543,900	658,550	542,700	

Powell Bill Funding Department Budget (570)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Professional Services	(1,532)	1,000	27,000	27,000	27,000	
Street Maintenance	-	-	-	-	-	
Snow/Ice Removal Supplies	-	-	-	-	-	
Contract Services	-	-	-	-	-	
Insurance	-	-	-	-	-	
Total Operating Budget	(1,532)	1,000	27,000	27,000	27,000	

Sanitation Department Budget (580)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries (J. Corbett, C. Johnson, C. Ray, T. Roberts, Fleet Mechanic)	\$ 249,092	\$ 261,603	\$ 281,400	\$ 288,500	\$ 288,500	
Part-time Salaries	-	-	-	12,500	-	Removed Part-time position proposed
FICA	18,558	19,590	21,950	23,400	22,350	
Group Insurance	26,550	28,110	30,000	31,100	31,100	
Retirement	30,465	32,622	36,250	40,400	40,400	
Postage	344	619	400	400	400	
Cell Phones	2,263	2,749	3,150	4,775	3,150	Keeping Current Cell Phone Policy
Travel/Training	2,731	3,246	4,000	4,100	4,100	
Equipment Maintenance	9,503	11,926	12,850	13,175	13,175	
Vehicle Maintenance (2008 Chev. Impala, 2008 Freightliner Leaf Truck, 2010 Freightliner Knuckleboom, 2016 Freightliner Dump, 2017 Freightliner Hooklift, 2018 Freightliner Knuckleboom)	24,153	18,396	20,950	19,425	19,425	
Fuel	11,412	11,822	15,000	15,375	15,375	
Materials/Supplies	14,891	11,707	15,855	16,400	19,475	
Printing/Copying	3,497	3,707	3,100	3,175	3,175	
Printing (PW Services Brochure)	-	-	2,075	2,050	-	Moved to Materials & Supplies
Printing (Trash/Recycle Stickers)	-	-	1,000	1,025	-	Moved to Materials & Supplies
Printing (Trash Carts Decals)	-	-	-	8,500	-	Not Recommended
Uniforms	2,800	2,727	3,350	4,175	4,175	
Hazardous Waste Day	1,211	1,640	1,850	1,900	1,900	
Computers	2,338	-	800	-	-	
Radios	-	-	-	-	-	
Contract Services-Solid Waste	351,418	364,585	390,000	446,000	446,000	
Contract Services-Tub Grinding	45,638	38,656	49,100	50,325	50,325	
Contract Services-Raleigh Billing	5,825	5,969	6,700	6,850	6,850	
Contract Services - GPS Route Vehicles)	-	-	2,500	2,550	2,550	
Insurance & Bonds	42,106	38,946	45,000	46,130	46,130	
Miscellaneous	502	486	570	500	500	
Total Operating Budget	845,297	859,104	947,850	1,042,730	1,019,055	

Stormwater Department Budget (590)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
Salaries (S. Graley, T. Rose)	\$ 85,813	\$ 89,747	\$ 98,400	\$ 141,000	\$ 109,800	Remove Equip. Operator 1 Position
Professional Services	16,982	392	8,500	8,700	8,700	
FICA	6,391	6,748	7,650	10,960	8,550	Remove Equip. Operator 1 Position
Group Insurance	11,147	11,426	12,000	18,700	12,500	Remove Equip. Operator 1 Position
Retirement	10,512	11,182	12,600	19,750	15,400	Remove Equip. Operator 1 Position
Postage	124	296	300	300	300	
Cell Phones	960	960	1,550	2,000	1,550	Keeping Current Cell Phone Policy
Travel/Training	766	1,018	1,500	2,000	1,250	Remove Equip. Operator 1 Position
Storm Drainage Maintenance	14,583	14,765	17,500	31,000	15,500	FY 2018 Actual X CPI-U ²
Equipment Maintenance (2011 Ford F-150, 2013 Freightliner Street Sweeper)	3,520	6,162	6,650	6,815	6,815	
Fuel	1,132	1,380	2,000	2,050	2,050	
Materials/Supplies	6,979	6,819	7,200	7,375	7,375	
Computers	-	-	-	1,500	-	Moved to I.T. Capital Request
Uniforms	1,236	1,281	1,500	2,250	1,500	Remove Equip. Operator 1 Position
Contract Services	8,115	10,344	10,250	10,500	10,500	
NC 811 Service	581	991	2,000	2,050	2,050	
Insurance & Bonds	9,616	8,250	10,000	10,250	10,250	
Miscellaneous	322	202	500	500	500	
Total Operating Budget	178,778	171,965	200,100	277,700	214,590	

Community Development Department Budget (690)						
Fiscal Year 2019-2020						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended Budget	FY 2020 Requested	FY 2020 Recommended	Notes
<i>Operating Budget</i>						
East Wake/TTA Bus Service	4,320	4,320	4,350	4,320	4,320	
Triangle J Membership	1,798	1,837	1,880	1,900	1,900	
NCLM Membership	5,657	5,478	5,810	5,900	5,900	
School of Government Membership	553	-	610	650	650	
CAMPO Membership	1,846	1,790	2,100	2,000	2,000	
State Forfeiture Expenditures	-	-	-	-	-	
Federal Forfeiture Expenditures	12,770	-	-	-	-	
Preservation Zebulon	-	-	500	-	-	
Interact	1,000	1,000	1,000	-	-	
Non-profit (hold for max of \$5,000)	-	-	-	5,000	5,000	
MLK Breakfast Donation	500	500	500	-	-	
Shepard's Care Medical Clinic Donation	1,000	1,000	1,000	-	-	
NC Family Training & Counseling Center	-	1,000	1,000	-	-	
East Wake Education Foundation Donation	1,000	1,000	1,000	-	-	
Total Operating Budget	30,444	17,925	19,750	19,770	19,770	

Account Description								% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]		Note
	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested		
GOVERNING BODY:										
SALARIES	32,269	33,278	34,442	33,330	35,648	35,700	36,600	36,900	7.1%	
PROFESSIONAL SERVICES	154,215	246,073	233,520	211,269	255,000	262,500	269,115	300,000	28.5%	Enhanced - To include an increase in atty fees, out of town retreat, scanning minutes yearly, codified UDO and Town Ordinance
FICA	3,342	3,408	3,498	3,416	3,525	2,750	2,819	2,900	-17.1%	
GROUP INSURANCE	26,740	27,577	28,196	27,505	31,796	36,000	36,907	37,300	32.3%	
POSTAGE	457	0	0	152	150	1,000	1,025	500	#DIV/0!	Decrease
CELL PHONES	600	600	600	600	600	600	615	600	0.0%	Existing-No Change
TRAVEL/TRAINING	2,859	3,241	4,511	3,537	5,000	6,500	6,664	6,600	46.3%	Existing-CPI
EQUIPMENT MAINTENANCE	500	0	620	373	400	500	513	500	-19.4%	Existing-No change
MATERIALS & SUPPLIES	2,354	4,394	3,061	3,270	3,000	3,000	3,076	3,076	0.5%	Existing - CPI increase
ELECTIONS	6,650	0	6,312	4,321	0	0	0	9,000	42.6%	Existing - Estimate is \$8,030-\$15,296 from BOE
INSURANCE & BONDS	4,834	3,701	4,668	4,401	3,236	5,500	5,639	4,700	0.7%	
MISCELLANEOUS	324	128	149	200	200	400	410	400	168.5%	existing
Totals	235,145	322,399	319,577	292,374	338,555	354,450	363,382	402,476	25.9%	

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]	Note
FINANCE:										
SALARIES	346,304	167,313	175,456	229,691	181,597	183,500	188,124	190,000	8.3%	
PROFESSIONAL SERVICES	3,834	6,707	3,781	4,774	5,500	6,000	6,151	8,300	119.5%	ENHANCE
FICA	26,210	12,869	13,310	17,463	13,780	14,200	14,558	14,800	11.2%	
GROUP INSURANCE	25,041	15,769	15,806	18,872	17,700	18,000	18,454	18,700	18.3%	
RETIREMENT	38,724	20,767	21,884	27,125	23,000	23,500	24,092	26,600	21.6%	
UNEMPLOYMENT COMP	1,058	0	362	474	4,800	5,000	5,126	2,500	589.8%	EXIST
RETIREE INSURANCE	42,221	42,077	44,552	42,950	46,000	59,000	60,487	55,000	23.5%	EXIST
POSTAGE	2,476	1,508	1,440	1,808	1,900	2,050	2,102	2,000	38.9%	
CELL PHONES	2,047	600	600	1,082	600	1,450	1,487	2,040	240.0%	NEW
TRAVEL/TRAINING	6,410	1,524	1,115	3,016	3,200	3,500	3,588	3,200	186.9%	EXIST
EQUIPMENT MAINTENANCE	0	0	0	0	250	500	513	500	#DIV/0!	EXIST
ADVERTISING	76	115	0	64	200	500	513	200	#DIV/0!	EXIST
MATERIALS & SUPPLIES	3,314	2,626	3,051	2,997	4,100	4,200	4,306	3,125	2.4%	
NEWSLETTER	735	0	0	245	0	0	0	0	#DIV/0!	
COMPUTERS	1,692	0	0	564	755	1,000	1,025	0	#DIV/0!	
PRINTING/COPYING	4,116	5,006	4,444	4,522	5,000	5,100	5,229	5,100	14.8%	EXIST
MAIL ROOM SUPPLIES	3,098	2,355	2,977	2,810	3,150	3,250	3,332	3,050	2.5%	
CONTRACTED SERVICES	22,848	15,930	13,035	17,271	20,500	22,500	23,067	16,500	26.6%	EXIST
INSURANCE & BONDS	7,135	5,263	5,589	5,996	5,450	5,600	5,741	5,725	2.4%	
MISCELLANEOUS	71	58	38	56	200	250	256	200	423.3%	EXIST
Totals	537,410	300,487	307,441	381,779	337,682	359,100	368,149	357,540	16.3%	



MEMORANDUM

TO: Joseph Moore, II, Town Manager

FROM: Bobby Fitts, Finance Director

DATE: January 31, 2019 (March 12, 2019 Addendum)

SUBJECT: FY 2019-2020 Finance Requested Budget Memo

Please find the Finance department's FY 2019-2020 operating budget request. This memo includes two sections for your information and consideration – our year in review and the year ahead.

The Year in Review (FY 2017-2018)

What We Do

What does the Finance department do?

- We provide sound fiscal management of the Town's financial resources in accordance with Town ordinances, state and federal laws, and generally accepted accounting principles.
- We strive to maintain the highest level of accountability, professionalism and customer service to our citizens and employees.

The primary duties of the department are:

- Financial Reporting & Auditing
- Fixed Asset, Cash & Debt Management
- Annual Budget Administration & Compliance
- Accounts Payable/Receivable Processing
- Employee Payroll Administration
- Bill Payments for City of Raleigh utility customers

What We Did

For the fiscal year 2018, and all years, it is our goal to provide sound financial management and a high level of customer service and professionalism while meeting all deadlines required of employees as well as state and federal filing requirements. As we

have done for over 20 years, we submitted the Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association (GFOA) for their *Certificate of Achievement for Excellence in Financial Reporting* program. For the fiscal year ending June 30, 2017 we were awarded the certificate for the 23rd consecutive year. We have submitted the fiscal year ending June 30, 2018 report in December 2018 and should find out in Spring 2019 if it will awarded again.

A large part of the budget process is revenue forecasting. Intergovernmental revenues such as sales tax and utilities sales tax are items that are based on economic and other conditions. It is a goal to be as accurate as possible, erring on the conservative side, but within 5%.

How We Did

With regards to sales tax in FY 18, actual came in at 0.2% over forecasted amounts. Utilities sales tax is slightly harder to forecast. Climate and economic conditions can cause this to be a very volatile revenue source. For FY '18, these revenues came in at 5% below forecasted.

The Year Ahead (FY 2019-2020)

What We'll Do

For the coming year, the department will change names to Budget & Finance to reflect a greater role in preparing the budget. Specific goals for the year ahead include:

- Forecast revenues within the 5% variance on sales tax and utility sales tax
- Prepare the CAFR for the fiscal year ending June 30, 2019 to submit to the GFOA for the award program
- Analyze budget trends in every department
- Assess opportunities to achieve economies of scale through contract of single vendor to multiple departments
- Project retiree insurance costs over the next five years
- Assist departments in eliminating "Miscellaneous" line item from their budgets
- Evaluate unique line items found only in single department budgets

Line Item Descriptions

Attached you will find the submittal spreadsheet for the FY 19-20 Finance department operating budget request. Listed below is a brief description of the use or purpose of each line item.

- **Salaries** – Salaries for the 3 full-time employees.
- **Professional Services** – Actuarial studies, cost of CAFR award program, etc.
- **FICA** – Medicare & Social Security tax payments for all employees
- **Group Insurance** – Medical, dental, and life insurance for full-time employees
- **Retirement** – Town contributions to state retirement system and 401(k)
- **Unemployment Compensation** – Costs to pay claims and maintain base wage amounts estimated at \$2,500.
- **Retiree Insurance** – Costs for coverage of retirees' insurance
- **Postage** – Postage costs
- **Cell Phones** – Employee phone stipends
- **Travel/Training** – Training materials, courses and dues to organizations.
- **Equipment Maintenance** – General equipment maintenance costs
- **Advertising** – Costs of advertising including budget notice of public hearing (this has been moved from Governing Board).
- **Materials & Supplies** – Materials, equipment, supplies, etc. for department
- **Printing/Copying** – Costs of leased printers, copier and actual prints above those included under contract
- **Mail Room Supplies** – Materials & supplies such as copy paper, envelopes, etc.
- **Contracted Services** – Maintenance contracts (financial software support, etc.)
- **Insurance & Bonds** – Property and worker's compensation insurance; bond on Tax Collector, Finance Director and Town Manager
- **Miscellaneous** – Miscellaneous expenses

Line Item Analysis

Listed in the next section, I have included an analysis of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) of 2.52%. Each analysis explains whether the increase is related to a new program (NEW), enhancing an existing program (ENHANCE), or increasing costs associated with an existing program (EXIST).

10-420-0400 – Professional Services

Financial Analysis

The increase shown in this line item relates to the increasing **enhancing** costs associated with our Professional Services. The requested increase is above the recognized CPI at 119%. The overage (above CPI) can also be attributed to increases associated with actuarial study required every 2 years as part of GASB Statement #75 (Postemployment Benefits). This statement replaced GASB Statement #45 which only required the study every 3 years. This actuarial study costs approximately \$4,500.

Policy Analysis

This item relates to the Strategic Plan’s vision of “Growing Smart”. Increases in contract services typically provide means to provide services that we do not have the capacity to handle and/or it is not cost-effective to handle. In this case, it is required as part of a standard required by GASB that a licensed actuary is required to perform.

10-420-0800 – Unemployment Insurance

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with Unemployment Insurance. The requested increase is above the recognized CPI at 590%. The overage (above CPI) can also be attributed to increases in salaries. We must maintain a balance of 2% of gross wages. When total salaries increase our minimum balance would increase. Any possible unemployment claims are paid from this as well.

Policy Analysis

This item relates to the Strategic Plan’s vision of “Growing Smart”. In this case, it is required as part of a state unemployment law.

10-420-0900 – Retiree Insurance

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with Retiree Insurance. The requested increase is above the recognized CPI at 23.5%. The overage (above CPI) can also be attributed to a new retiree costing approximately \$6,000.

Policy Analysis

This item relates to the Strategic Plan’s vision of “Growing Smart” and the *Staff Development* component.

10-420-1101 – Cell Phones

Financial Analysis

The increase shown in the cell phone line items consists of two program increases – cell phones.

The cell phone increase is related to a **new** policy which provides for uniform application of the cell phone stipends to all Town employees. The increase is to provide compensation to these employees, per the new policy.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart". The new cell phone promotes fair treatment of employees.

10-420-1400 – Travel/Training

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with staff travel & training. The requested increase is above the recognized CPI at 187%. Continuing education is important to ensuring staff is growing, networking and up to date with ever-changing policy and standards. With the increased role in the budget coming years there will be a stronger emphasis on staff participation in continuing education to ensure we have proper training and knowledge to serve the Town and manage its resources effectively.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart". Staff development was also identified in FY 2020 budget goals with a focus on developing funding to support succession planning.

10-420-1600 – Equipment Maintenance

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with our Equipment Maintenance. The requested increase is above the recognized CPI. This is requested to cover any costs associated with repair or maintenance of an item such as the postage machine. This machine is no longer on a maintenance agreement so any maintenance needed on it is not covered anywhere else.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart". Service level efficiencies are had when equipment is functioning as it is supposed to.

10-420-2600 – Advertising

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with Advertising. The requested increase is above the recognized CPI. This is requested to cover the costs associated with advertising done in the department. Examples of this would be advertising for the budget public hearing.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart". Also, The Local Government Budget and Fiscal Control Act require the budget public hearing itself.

10-420-3303 – Printing/Copying

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with our contract printing & copying service. The requested increase is above the recognized CPI at 15%. The printers & copiers are on a lease with a known cost. Also included are an allotted amount of copies. Then, the overage is billed at an agreed upon rate. Typically, we have been going over the allotted included prints/copies. This increase should cover potential overages.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart". With increased budget work, additional printing will assuredly be an increased cost incurred.

10-420-4500 – Contract Services

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with our contract services. The requested increase is above the recognized CPI at 26.6%. The overage can also be attributed to increases associated with the annual maintenance on the financial software as required by our contract with our vendor. Included in this is a new item – purchasing licenses for the full Adobe Acrobat program that allows desktop publishing of the budget and other documents created. Also increasing are banking service fees such as incoming wire fees.

Policy Analysis

Both items within this request relate to the Strategic Plan's vision of "Growing Smart". For this request, this software support is mandatory to function with the software.

10-420-5700 – Miscellaneous

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with our miscellaneous expenses. The requested increase is above

the recognized CPI. This is requested to cover any costs associated with miscellaneous expenditures not applying to any other category.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart".

How We'll Do

For this coming year, we will track our revenue forecasting and forwarding these on in our monthly financial statement update staff reports to the Board. These include sales tax, utilities sales tax, zoning fees and others.

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]	Note
ADMINISTRATION:										
SALARIES	0	191,309	209,374	200,341	257,000	257,400	263,886	339,000	61.9%	New - Addition of IT Position
PART-TIME SALARIES	0	10,489	6,824	8,657	7,500	7,700	7,894	7,894	15.7%	Existing - No Change
PROFESSIONAL SERVICES	0	160	1,033	597	2,250	2,500	2,563	2,563	148.0%	Existing - CPI
FICA	0	14,787	16,208	15,498	20,300	20,500	21,017	26,800	65.3%	
GROUP INSURANCE	0	11,061	12,851	11,956	17,500	18,000	18,454	24,900	93.8%	
RETIREMENT	0	22,437	25,418	23,928	32,900	32,900	33,729	47,500	86.9%	
POSTAGE	0	4	0	2	500	2,500	2,563		#DIV/0!	
CELL PHONES	0	1,453	1,414	1,434	1,450	2,100	2,153	2,153	52.2%	Existing - CPI
TELEPHONE SERVICE	0	42,042	38,818	40,430	41,900	20,000	20,504	43,800	12.8%	Enhanced - Based on actuals from 2019
TRAVEL & TRAINING	0	5,362	8,170	6,766	8,300	9,900	10,149	7,000	-14.3%	Existing - Decrease
TRAVEL & TRAINING - H.R.	0	2,078	1,723	1,901	3,500	3,500	3,588	3,588	108.2%	Existing - CPI
EQUIPMENT MAINTENANCE	0	0	0	0	0	0	0	0	#DIV/0!	
ADVERTISING	0	319	150	234	200	500	513	1,500	900.0%	Enhanced - due to vacancy advertising
MATERIALS & SUPPLIES	0	4,024	4,621	4,323	4,000	5,100	5,229	4,500	-2.6%	Existing - Decrease
PRINTING/COPYING	0	2,278	4,495	3,387	4,600	4,600	4,716	4,600	2.3%	Existing - no change
NEWSLETTER	0	2,785	0	1,393	0	0	0	0	#DIV/0!	
COMPUTERS	0	1,787	0	894	0	0	0	3,000	#DIV/0!	Enhanced-need to replace Chambers/Intern laptop
MATERIALS & SUPPLIES - I.T.	0	5,728	7,503	6,616	7,000	7,500	7,689	7,500	0.0%	Existing - No change
CONTRACTED SERVICES	0	4,999	3,872	4,436	15,000	15,000	15,378	40,000	933.0%	New - Addition of assessment ctr and Workplace Initiative
CONTRACTED SERVICES - INFORMATION TECHN	0	22,222	54,369	38,295	84,000	112,000	114,822	117,000	115.2%	Enhanced and New-Add'l software (archivesocial, based on costs FY 2019)
EWTV	0	0	54,063	27,031	54,063	54,000	55,361	54,000	-0.1%	Existing - no change
SAFETY COMMITTEE	0	0	457	228	750	1,265	1,297	1,400	206.4%	Enhanced-Committee Request to improve program
INSURANCE & BONDS	0	336	292	314	828	1,000	1,025	1,000	242.5%	
MISCELLANEOUS	0	85	0	42	0	0	0	0	#DIV/0!	
EMPLOYEE APPRECIATION	0	2,520	2,764	2,642	4,000	6,000	6,151	15,700	468.0%	New & Existing - Adding Tuition Reimbursement
APPOINTED BOARD APPRECIATION	0	0	987	494	2,800	3,000	3,076	3,000	203.8%	Existing - no change
WELLNESS PROGRAM	0	0	3,678	1,839	15,000	20,000	20,504	20,000	443.8%	Existing - No change
CONTRACTED SERVICES-WEBSITE	0	4,958	0	2,479	6,800	10,000	10,252	10,000	#DIV/0!	Existing - No change
Totals	0	353,224	459,085	406,155	592,141	616,965	632,513	788,398	94.1%	



ADMINISTRATION
BUDGET MEMO
REQUESTED OPERATING FOR FY 2019-2020

To: Joseph Moore, II—Town Manager
From: Lisa Markland—HR Director/Town Clerk
Date: February 3, 2019

Year in Review FY 2018-2019

What We Do...

- *Support* staff by providing a centralized location to get information on policies, hiring and IT needs.
- Foster *Partnerships* internally by working with other departments to improve functions, events and team building; externally by working with ZDAC and the Chamber of Commerce to improve events.
- Continue *Engagement* with the community via social media and in person.

What We Did...

FY 2018-2019 was a very busy year with many changes occurring in how things are done as it relates to Human Resources and Information Technology. We serve 66 full-time employees, 30 +/- part-time employees, six elected officials and many contracted services.

Support

HR functions were localized in the Administration Department

- 5 employees asked for assistance with concerns
- 8 new full-time employees were hired
- 7 new part-time employees were hired in various departments
- 2 assessment centers were conducted for Director positions
- 1 trainer was brought in to present on doing evaluations
- 1 training was conducted on how to respond to an active shooter incident
- Planned two employee appreciation events
- Planned two appointed board appreciation events

First point of contact for Elected Officials

- Education
- Inquiries and assistance on various topics including agendas, IT, and community events to name a few

Information Technology saw many changes – this is managed by the IT Committee which is comprised of Police Captain Dennis Brannan and Fire Chief Chris Perry.

- Transitioned to a new IT contractor
- Installed new security hardware/cloud services



ADMINISTRATION
BUDGET MEMO
REQUESTED OPERATING FOR FY 2019-2020

- Transitioned to Office 365 and Synced Tool a cloud based place to house/share documents
- Transitioned to a new HR software for advertising and onboarding employees.
- Updated phone system
- Took several servers offline since Synced Tool was in use
- Updated all the Wi-Fi access points in the Town buildings

Partnerships

- Leadership Team retreat was an offsite time for team building activities and to share a meal. The budget process and internal leaders began working together to meet the needs of the community.
- Work with ZDAC to bring art back to the lobby of Town Hall and promote local artist
- Work with the Chamber of Commerce on various projects and events

Engagement

- Increased use of social media to promote all that is going on in Zebulon
- Promoted employment opportunities on Facebook, Instagram, and LinkedIn
- Held contests for Town of Zebulon swag or Mudcat tickets on Instagram
- The followers on Facebook increased from 800 in July 2018 to 1172 by February 2019
- The followers on Instagram are 504 with 161 posts
- Using analytics on the website to determine the pages that are visited most often to help determine which pages may need to be removed
- Connected with various groups to promote the aspects of the Strategic Plan
 - Farmers Food Share
 - ZDAC
 - Zebulon Chamber of Commerce
 - Various businesses/groups utilizing the Streetscape and Façade Grant Programs

How We Did...

It is difficult to determine the impact we had in some areas but it is very evident in others. Overall, the impact was positive even if it was a tough road to get to that point.

Support

- Provided staff an outlet to express concerns on issues and how they might be handled within a department.
- Provided staff the tools to improve how evaluations are performed and how to stay safe while working.
- Expressed appreciation to employees for all that they do and for their years of service to the Town.



ADMINISTRATION
BUDGET MEMO
REQUESTED OPERATING FOR FY 2019-2020

- Showed appointed Boards that they are appreciated for the work that they do for the Town.
- Provided Elected Officials confidence in knowing they can come to us with questions, concerns and support.
- Improved IT security, with the help of IT Committee and contracted vendor, for the Town to avoid cyber attacks
- Improved document storage by utilizing the cloud and doing away with internal servers.
- Improved how documents are shared both internally and externally

Partnerships

- We learned how to better communicate and work with both internal and external stakeholders by asking ourselves, “Am I trying to prove I am right, or am I trying to improve the relationship”.

Engagement

- We did a good job of improving our presence on social media and working with groups like the Chamber of Commerce, ZDAC and Farmers Food Share.

The Year Ahead FY 2019-2020

What We Will Do...

In the coming year we will continue to provide the best possible service we can to all the customers we serve. The every changing aspects of our community, workforce and needs will require the services we provide to be honed and improved so that these services can be provided efficiently and effectively to all parties. The following is a list of those line items where a change is being requested other than the CPI, with a brief description of what is in those lines.

- Salaries – reflects the addition of an IT position
- Telephone Service – is increased to reflect actual numbers after many changes in FY2019
- Travel & Training HR – reflects travel and training that is HR related
- Advertising – reflects advertising for employment openings and hearings
- Computers – reflects the replacement of a computer
- Contracted Services – increased due to hiring of outside services for HR needs
- Contracted Services IT – increased due to the number of hours the contractors are needed to manage the IT system and work toward increasing the security of the entire network
- Safety Committee – reflects an increase for training for all employees
- Employee Appreciation – to show employees are valued and to provide a means to be reimbursed for college courses that will also benefit the work they do for the Town.



ADMINISTRATION
BUDGET MEMO
REQUESTED OPERATING FOR FY 2019-2020

Salaries:

Information Technology Positions: The IT Committee consisting of three people (Capt. Dennis Brannan, Chief Chris Perry and Lisa Markland) have been doing the work to assist staff and the various IT contractors with all the IT needs being presented. With the rapid changes taking place with all things dealing with information technology, the needs of staff and the community, it is becoming increasingly more difficult to keep up with the workload of the IT needs alone, not to mention the needs within the departments.

Shannon Tufts presented at the Board retreat two years ago and stated that the Town was in a place where an IT staff person was necessary. Shannon stated it would only be a matter of time before those handling the IT duties would become overwhelmed. Once overwhelmed they would not provide current staff with the excellent IT services necessary to do their jobs, in a manner that would provide the public with the excellent services they expected.

It is highly possible that two position will be needed, but we are recommending that we evaluate the needs for a second position six months into the budget year. The wait is to give the IT Specialist position time to get acclimated and see if another position is indeed needed. If it is determined that an additional position is needed we can determine if it will be a specialist position or a technician position.

Financial Analysis: New Cost – to provide the best possible customer service to the internal and external customers. Our employees need to have access to the IT knowledge and expertise necessary to work with outside agencies like Wake County, City of Raleigh and various architects, engineers and contractors to do their job. The fact exists that if the employees do not have the tools to do their jobs effectively and efficiently it can be nearly impossible to provide our citizens with the excellent service that we as a town want to provide and they have come to expect.

Policy Analysis: This position will support the *Growing Smart* goal of the Strategic Plan by “maintain appropriate staffing to support expected service levels for the growing community.” We have to plan for the necessary staffing to be ready for the growth that is coming with the 1500+ homes that the Board has approved.

Telephone Service:

This service is necessary for all departments and all facilities and as we have improved this service, the cost of doing so has increased as well. The IT Committee worked with many vendors to get his service to a place that provide a quality service using VoIP.



ADMINISTRATION
BUDGET MEMO
REQUESTED OPERATING FOR FY 2019-2020

Financial Analysis: Enhanced – After the changes to how service was provided there were some unknowns and based on the last year the actual cost of telephone service has been realized. Although the cost over what was budgeted last year is more than the CPI, the cost of providing the service is roughly \$1800 more than what it actually cost the Town for phone services in 2017.

Policy Analysis: This meets the goal of *Growing Smart* by providing staff with the support necessary to do their jobs well.

Advertising:

We advertise for vacant positions, and various other times when required by law.

Financial Analysis: Existing – Due to the vacant positions than may occur and some that are anticipated, it will be necessary to advertise to find qualified applicants to fill the vacant positions.

Computers:

Having up to date computer equipment is necessary to utilize the new programs that are being introduced as well as to have the appropriate security when on the Town network.

Financial Analysis: Existing – The current computer used to record meetings and do minutes is around four years old. It has become slow and has had issues where it shuts down, will not record and just locks up for no apparent reason. It is necessary to replace it so ensure that it will operate during meetings.

There is also a need to provide a computer for the new IT position.

Policy Analysis: Keeping staff supported with the necessary equipment to do their jobs well supports the goal of *Growing Smart*.

Contracted Services:

Hiring outside contractors are necessary to provide services that will help the Town review the various forms of compensation that our employees want and deserve.

Financial Analysis: Enhanced – As the Town is experiencing growth and employees are retiring we will be hiring outside vendors to provide services for assessment centers for vacant positions. We also want to review all areas of how employees are compensated. The School of Government has developed the Workplace Initiative which will come in to talk with employees to gather their input and then provide us with a report to consider.

Policy Analysis: Evaluating how employees are compensated and hiring the best possible employees supports the goal of *Growing Smart*.



ADMINISTRATION
BUDGET MEMO
REQUESTED OPERATING FOR FY 2019-2020

Contracted Services Information Technology:

Hiring outside contractors to manage and repair the main parts of our infrastructure, monitor for safety and implement the upgrades necessary to provide the Town with a system has been something that has been done for over 20 years. In 2018, a new company was hired due to the fact we had outgrown the abilities of the previous company.

Financial Analysis: Existing – When the new IT vendor began working on our system they found that there was more work than what was originally anticipated and therefore the cost of doing business has increased. Without this service, the security and ability to have a system that meets the increasingly complex needs of staff and vendors would not be possible. This year we are also addressing the requirement of archiving all social media and the Town website by contracting with an additional vendor.

Policy Analysis: This is definitely supporting staff and meeting the *Growing Smart* goal of the Strategic Plan.

Safety Committee:

The Safety Committee has a representative from each building that works together to look at ways to make things safer for all staff. They do training, review of accidents and provide excellent information to meet their goals.

Financial Analysis: Enhanced – The members of this committee would like to do more to recognize staff for practicing safety on the job and provide additional training.

Policy Analysis: Making sure our staff is safe and recognized for practicing safety promotes *Growing Smart*.

Employee Appreciation:

The employees work hard to provide excellent services to the public and to other departments. It is important to compensate employees in various ways that include employee breakfast, luncheons, cookouts and for years of service. We want to expand by providing the opportunity for employees to receive tuition reimbursement.

Financial Analysis: New – Employees would have the opportunity to request reimbursement for classes they want to take at a college/university that would be of benefit to the employee in the work they do for their department and the Town. The total allotted for the program would be \$10,000 and would be on a first come first serve basis.

Policy Analysis: Showing staff that they are valued and appreciated is a basic approach to supporting them and therefore, meets the goal of *Growing Smart*.



MEMO

To: Joseph M. Moore, II, PE, Town Manager

From: Information Technology Committee
Lisa Markland, Human Resources Director/Town Clerk, Chair
Chris Perry, Fire Chief
Dennis Brannan, Police Captain

CC: Bobby Fitts, Finance Director

Subject: Full Time Information Technology Staff

Date: February 8, 2019

IT Staff Personnel

Over the past several years the Board has discussed and funded the Information Technology needs of the Town and has tried to achieve an “Organizational Technology Investment Strategy”. We have been able to move forward to achieving this goal by:

1. Investing in the necessary infrastructure of fiber and high speed internet (FY2018).
2. Hiring an IT Vendor to address security and other needs that have been lacking over the last 10 years (FY2019).

In FY 2020, we want to continue moving forward by addressing the needs by employing a full-time person to handle the day to day needs of information technology for the Town. This would include working closely with the current IT vendor, purchasing and setting up computers, helping employees when they have issues, and working with Wake County and other partners of the Police and Fire Departments that we rely heavily on to perform our daily activities. This position would be in the Administration Department at a paygrade 17 with full benefits.

During the Board retreat in 2017, Shannon Tufts with the School of Government presented that a centralized approach was necessary to ensure that the Town had the appropriate security and consistency in equipment purchases and setup, storage options and stayed current with the changes in technology. This centralized approach would require an employee be hired to handle those duties. The information technology work is currently being conducted by personnel that are not experts in this field. The Town needs its own subject matter expert to look after the Town’s interests when dealing with both inside and outside entities. With all the changes this year and impending retirements, it has become obvious that having a full-time staff person to do this work is imperative. The work required at the Police Department alone with all the various programs and outside entities (CJIS, CJLEADS, Sheriffs Dept, FBI, DA’s Office etc) will take up a major amount of the time for this new position.

The current staff (IT Committee) strives to meet all the needs that arise, but they realize they are not able to provide the internal staff the necessary support to allow them to be as efficient, effective and productive as possible. The IT Committee would continue to work with this position as needed and to fill in when they may be off.

This position would meet the Strategic Plan goal of *Growing Smart* by providing sufficient staffing to address the growth the Town is experiencing. It will also meet the needs of the staff to provide the citizens with the excellent services they and the Board have come to expect.

Request for New Position

Department: Administration

Current/Proposed Job Title of Position: Information Technology Technician

Effective Date: As Soon as Possible _____

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (_____) Hours per week

Convert Existing Part Time Position to Full Time Position

Other Describe: _____

B. Rationale

1. How is the work currently being performed? With the IT Committee and the Cii the IT Vendor
2. What are the consequences of the work being undone or not completed? Employees will not be able to perform their duties due to having to wait to get equipment or issues fixed. This will delay meeting deadlines on all levels within the Town.
3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.) It would assist with the state and federal guidelines that have to be met in various areas. Such as archiving all emails and social media sites; requirements from the state and federal government as it relates to access to the network and programs.
4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.) It would meet the Grow Smart goal of the Strategic Plan by being sufficiently staffed to address the growth coming to Zebulon and making sure staff is supported to meet delivery of services associated with that growth.
5. Attach or list any statistics or other information relevant to your request (if any).
Based on the expertise of Shannon Tufts and other IT professionals that toured our facilities they expressed that the Town needed a full-time person on staff to do the IT work that was being done two years ago.
6. Other: (Please specify and include justification.)
Current staff is currently overwhelmed with the added duties causing many additional hours work being necessary to get all their duties accomplished. Meeting deadlines and demands is becoming more and more difficult as the Town grows.

C. Needs/Issues/Problems

1. Is this a Service Level Increase - a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify. This would increase the service level to internal customers by having a trained person on staff to handle all IT issues and to work with outside vendors as it relates to security, and the changing technology.
2. What needs/issues/problems does this request for additional staff address?
This request addresses the issue that no one on staff is trained in the IT field and therefore, not up to date on the every changing field of technology. This lack of expertise makes it difficult to be able to give staff the best possible working environment; as well as, know when we are getting the best advice and pricing for services from a vendor.

There is no way that current staff can continue to do the job of providing IT services to town staff and guarantee that what they are receiving is the best possible option.

D. Duties:

Please attach a current job description or a proposed job description.

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?
We have hired an outside IT vendor but they are not onsite and able to help with the issues immediately and in a cost efficient manner.
2. Is outsourcing an option?
We currently are outsources some of our IT needs but not all because of the lapse in issues being addressed

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position? All town employees and departments will reap the benefits of having a person on staff with the training and expertise to help them with all of their IT needs.
2. What performance measures will you use to measure the impact of this position?
3. How do these compare to measures if the position is not recommended or approved?



STAFF REPORT
Safety Committee FY 2020 Budget Request Detail
January 30, 2019

Topic: Safety Committee- FY 2020 Budget Request Detail
To: Joseph M. Moore II, PE, Town Manager
From: Keyana Walston, Accountant II
CC: Safety Committee

Executive Summary

In the FY2020 Budget Request, the Safety Committee is requesting to increase the current funding level to \$1,400 to support the town's employee safety programs. This memo will detail anticipated expenses.

Request

Below you will find how the safety committee intends to promote a safe work environment for all staff

Training	\$250
Employee Incentives	\$800
Safety Awareness	\$350

Background

The safety committee consists of representatives from Finance, Parks and Recreations, Public Works, Fire, and the Police Department. The committee met several times to determine a plan to provide town employees with safety incentives to continue to promote and bring awareness to safety for the town.

The following programs will be implemented in FY 2020:

- All committee members will attend some form of continued safety training to be cross trained within departments on safety policies and procedures
- The safety committee would like to reward employees for practicing good safety throughout the town and work day. Employee incentives would include gift cards or a gift certificate to various businesses around the town of Zebulon.
- The safety committee will continue to promote safety and bring light to safety by investing in safety programs.

Fiscal Analysis

Committee is proposing we utilize cost effective resources made available through NC League of Municipalities.

Policy Analysis

The Zebulon 2030 Strategic Plan identified Growing Smart as a focus area. I believe that investment in safety ensures the town can control insurance premiums in future years.

Risk Analysis

Should this increase not be granted, there is a risk that safety the committee will not be able to express the importance of practicing work safety.



STAFF REPORT
Wellness Committee FY 2020 Budget Request Detail
January 30, 2019

Topic: Wellness Committee- FY 2020 Budget Request Detail
To: Joseph M. Moore II, PE, Town Manager
From: Sheila Long, Parks & Recreation Director
CC: Wellness Committee

Executive Summary

In the FY2020 Budget Request, the Wellness Committee is requesting to maintain the current funding level of \$20,000 to support the town's employee wellness programs. This memo will detail anticipated expenses.

Request

Below you will find how the wellness committee intends to promote healthy lifestyles amongst town employees in FY2020.

Lunch & Learn	\$800
EBSI	\$4,500
Maintain, Don't Gain	\$600
Physical Credit*	\$6,000
Biometric Screening Credit*	\$6,000
Employee Field Day	\$900
Fruit and Snack Basket	\$1,200

Background

The budget committee consists of representatives from Finance, Parks and Recreations, and Human Resources. The committee met several times to determine a plan to provide town employees with healthy living resources and incentives to participate in a healthy lifestyle.

The following programs will be implemented in FY 2020:

- Lunch & Learn opportunities are available through WakeMed. A variety of health and wellness topics are available. Sessions will be held during the workday to maximize staff participation. Sessions will take place quarterly at an anticipated cost of \$200 each.
- EBSI is an existing program that will continue in the upcoming budget year. Participants receive a \$25 gift card to a healthy lifestyle vendor for employees who participate in at least 30 minutes of physical activity, 3 times a week for two consecutive months. At present an average of 17 town employees participate. The Wellness Committee is working to encourage an increase in participation, by making sure staff is aware of fitness opportunities offered by the town in addition to implementing at least two walking sessions per week. Staff hopes to grow participation to at least 30 town employees in the upcoming budget year.
- Maintain, Don't Gain is a program designed to encourage employees to stay aware of maintaining a healthy lifestyle during the holiday season. WakeMed will facilitate a weigh in during the month of October and again in January. Employees that maintain their weight during the holiday season will receive a \$25 gift card to a healthy lifestyle vendor.
- Physical Credits/Giftcards will continue in the upcoming budget year. At present if employees get a physical they will be eligible for \$100. Staff is researching if these funds can be applied to Flexible Spending Account as an alternative to gift cards. Wake Med has a truck that could also go to each department and give full physicals which could be covered under our insurance.



STAFF REPORT
Wellness Committee FY 2020 Budget Request Detail
January 30, 2019

- Biometric Screening Credit of \$100 will be offered to employees that participate in a physical that reflects they met outlined a handful of criteria such as waist circumference/BMI and blood pressure. Employees that don't meet criteria could still obtain their credit by enrolling and participating in health counseling offered by Blue Cross and Blue Shield. In addition to the screening, the town will utilize on-site nutrition counseling offered by Blue Cross and Blue Shield to schedule one on one meetings with employees in each department. Staff is researching if these funds can be applied to Flexible Spending Account as an alternative to gift cards.
- Employee Field Day will continue in the next budget year. Staff has enjoyed opportunities to participate in a variety of fitness activities and enjoy a healthy lunch at a cost of \$900.
- Fruit and healthy snack baskets are delivered to each work site monthly. The cost is approximately \$100 per month.

Fiscal Analysis

Staff is proposing we utilize cost effective resources made available through Blue Cross and Blue Shield and Wake Med.

Policy Analysis

The Zebulon 2030 Strategic Plan identified Growing Smart as a focus area. I believe that investment in staff ensures that they are feeling appreciated and valued. Excellent employee morale results in improved customer service, employee buyin, and productivity. Staff development was also identified in FY2020 budget goals with the intent of expanding the wellness program.

Risk Analysis

Should this increase not be granted, there is a risk that staff buy in and productivity is limited due to sedentary workspaces and culture. There is a risk that staff will fall behind on expected levels of services due to increased absences.



MEMO

To: Joseph M. Moore, II, PE, Town Manager

From: HR Committee
Lisa Markland, Chair
Chris Perry, Fire Chief
Tim Hayworth, Police Chief
Jason Brown, Public Works Rep
Josh Hardin, P&R Rep

CC: Bobby Fitts, Finance Director

Subject: HR Committee Recommendations

Date: February 9, 2019

The committee members met and discussed at length various options that could be implemented.

The following recommendations are being proposed for implementation effective July 1, 2019. The recommendations are being made to give employees the tools they need to do their jobs more effectively, address salaries and recruit personnel.

Cell Phone Reimbursement Policy

To allow employees to do their job more effectively and safely, the recommendation is to provide cell phone reimbursements to all employees who need to use their cell phones to perform the functions of their job.

In 2006, the cell phone reimbursement program was implemented with three tiers for those in leadership and some working in the field. The program has changed very little other than to decrease the amounts being paid to staff during the recession in 2008. In the last 11 years technology of cell phones and how they are used has changed drastically, therefore, the policy and the reimbursement need to change with it. More and more staff are using their phones when out in the field to fix equipment, to get supplies brought to where work is being done, and seeking assistance when needed in the field. Having the ability to do this saves time and money for the Town by not having to leave a job site to run around gathering supplies. It also allows employees to feel safer when in the field.

A new policy is being proposed (see attached) that updates the definitions, which help determine who would be eligible to receive the reimbursement based on their duties of their job. The policy also recommends that there would be two tiers and the reimbursement amounts would increase to \$70 and \$50 from the current rates of \$50 and \$35.

On Call Pay

The On Call Policy, when implemented the employees received compensatory time for being on call. In 2007 the policy changed where the employees received a flat rate of \$75 per week, for being on call. Being on call means that the employee has to be able to respond within a

reasonable amount of time to an emergency. Those eligible for on call pay currently are the Public Works and Police Departments non-exempt employees. This rate is also figured into the hourly pay for the week on call. We are proposing to increase the on call rate to \$90 per week.

Compensation Study

The Town has not done a comprehensive review to evaluate the pay scale, actual pay and other compensation for employees since the 1990's. Since that time, there have been periods where no raises were awarded and pay ranges were not adjusted. There have been some adjustments made as positions have become vacant. In making adjustments in this manner it can cause salary compression, meaning that the pay between employees in the same position, but hired at different times is almost the same.

The Committee recognizes that doing a salary survey is costly and is not the only factor in compensation. Evaluating all facets of compensation is important to know exactly what is important to our employees and to not assume that pay is the only factor.

It is recommended that we hire the School of Government to perform a Workforce Initiative where they survey all employees in each department to understand their concerns and desires. The survey is totally confidential which will allow for truthful honest answers. Once completed we will get a report back from the group to review and help to ascertain what the next steps should be. The cost of the project is \$5,000.

All of these proposals meet the goal of *Growing Smart* by recruiting staff to meet the demands of the growing community that Zebulon has become. It also provides staff with the necessary tools to do their jobs in a manner that the Board and citizens have come to expect.

CELL PHONE POLICY

PURPOSE:

Cell phone technology is a valuable communication tool and is integral to the operations of Town government. Many Town employee's positions require them to have network access, and/or be in communication with the Town when they are away from their office or after their normal duty hours. These factors make it advantageous for these employees to obtain and use cellular/ smartphones and therefore may be eligible for a reimbursement of a portion of the cost for the use of said device as it relates to Town business.

PROCEDURE:

Departments should limit the use of cellular/smartphones and services to those employees who have demonstrated a business need to have them or must conduct business away from the office and/or after business hours.

The following criteria should be used to determine whether an employee is eligible for a cell phone reimbursement:

- *Reachable Immediately* – The employee's job duties and responsibilities are such that it is important that the organization be able to reach them and/or transmit data immediately.
- *Job Necessity* – The employee's job is structured such that a cell phone is a necessary tool to receive and transmit data in the course of completing their job duties.
- *On-Call* – The employee is required to be on-call outside of normal business hours.
- *Fixed Location* – The employee's job duties and responsibilities are such that they are not working at a fixed location the majority of the time.
- *Safety* – The employee's job duties and responsibilities are such that they need a cell phone for their safety and the safety of others.
- *Travel* – The employee's job duties and responsibilities are such that they travel and need to remain in contact with their office or employees.

PROGRAM:

The Town has developed a program to offer a reimbursement to Town employees based on their need for a cell phone within their current position, status, and work requirements. Approval of a phone reimbursement is subject to review by the Town pursuant to any change in employee status or Town policy. Based on the options below, employees approved for cell phone usage will receive the most appropriate option. Department heads must establish the need for cell phone and/or Smartphone functionality for each employee in consultation with the Town Manager or their designee. The Town Manager or designee must approve all requests for cellular services or benefits.

The Town will no longer issue Town owned cell phones to employees.

Guidelines:

- Once the need is identified, the Department Head shall submit a request for reimbursement to the Town Manager or their designee.
- Employee is paid a non-taxable cell phone reimbursement in their 2nd paycheck of each month and is not an increase in the employees base pay.
 - \$ 50 – General Position/Employees
 - \$ 70 – Supervisory or Leadership Position/Employees
- Employee purchases the phone and plan of their choice.
- Employee and carrier are responsible for technical support of the phone, plan, and functionality.
- Employee must retain an active cell phone plan as long as a cell phone reimbursement is in place. A copy of the invoice must be received before initial payment of a reimbursement and may be requested at any time thereafter, but at least once per year to verify the plan.
- In no event will the reimbursement be greater than the employee's monthly plan cost. For employees that incorporate more than one phone on their personal plan, the cost of the first phone listed on the plan will be one that determines the reimbursement amount.
- Employees agree to allow the Town to publish their number internally and to accept business calls on their phone at all times. In addition, employees who receive reimbursement agree to respond to Town text messages and/or emails via their cellular device.
- Once during any 12-month period, an employee may be eligible to receive reimbursement for a phone damaged while performing job duties, which will be reviewed on a case-by-case basis by the Town Manager or designee. The reimbursement provided will depend on the actual cost of the phone, insurance deductible, or the type of reimbursement received. A copy of the invoice for the device will be required prior to reimbursement.
- If an employee is out of work more than 30 days, they may have their reimbursement suspended until returning to work.
- Employee is responsible for all costs related to the phone including accessories.
- Employee is encouraged to purchase insurance for their phone, but it is not required.
- Employee must notify employer if their cell phone number changes.
- When the employee is no longer employed with the Town all reimbursements will cease immediately. The Town is not liable for additional reimbursements due to separation of employment, whether voluntary or involuntary.
- Any employee that does not honor the procedures in a consistent and regular pattern, may lose the right to receive the cell phone reimbursement and may be subject to disciplinary action up to and including dismissal.
- This policy does not guarantee a position or employee the right to a cell phone reimbursement.

POLICY FOR USE OF CELLULAR DEVICES IN VEHICLES

Town employees utilizing mobile devices are expected to utilize devices in compliance with all current state and local law and in a manner that does not jeopardize the safety of the employee or others. Supervisors will have the authority to restrict or prohibit use of cellular/smartphones at

any time on the job when they consider such situations and use may present a safety hazard to the employee, co-worker, contractors, and/or to the general public and private property.

SENDING AND/OR RECEIVING TEXT MESSAGES WHILE OPERATING ANY VEHICLE IS PROHIBITED.

The following guidelines are provided for the safe use of a cellular/smartphone in Town vehicles or in personal vehicles conducting Town business:

- (a) Voice mail service and hands-free equipment for the phone are the suggested means of phone use while driving.
- (b) It is strongly recommended that you use your cellular/smartphone when parked, or have a passenger use the phone. Conversations should be kept to a minimum.
- (c) If your phone rings when you are driving, it is recommended that the call go to voice mail for safety reasons.

PRIVACY OF CELL PHONE RECORDS

The nature of electronic communications and the public character of local government make cell phone use less private than users may anticipate. As such, Town employees should be aware federal and state laws and Town policies, guidelines, and regulations may limit the protection of certain aspects of individual privacy in connection with cell phone usage as it relates to Town business being conducted on a personal cell phone. For example, in certain circumstances, the Town may permit inspections, monitoring, or disclosure of phone records and text messages *that are related to Town business* (including content and cell phone numbers of calls or texts received from a cell phone, and a cell phone user's location at a particular time), consistent with applicable local, state, and federal laws, by Town personnel. Town employees may be required to disclose phone records, text messages, and other electronic data and documents *that are related to Town business* (including cell phone user locations at particular times, phone numbers called or texted or from whom the Town employee received calls or texts, or contents of text messages sent or received) pursuant to North Carolina public records laws, court order, or state and federal laws.

REQUIREMENT FOR COMPLIANCE WITH POLICY PROVISIONS

All employees who wish to receive cell phone reimbursement privileges from the Town of Zebulon under this policy must agree to abide by all of the provisions of this policy. Any employee found to be out of compliance with the provisions of this policy may have their cell phone reimbursement privileges revoked and be subject to disciplinary action.



MEMO

To: Joseph M. Moore, II, PE, Town Manager

From: Information Technology Committee
Lisa Markland, Human Resources Director/Town Clerk, Chair
Chris Perry, Fire Chief
Dennis Brannan, Police Captain

CC: Bobby Fitts, Finance Director

Subject: Replacement of Computers Town Wide

Date: February 24, 2019

Almost all employees utilize computers in all departments, and therefore all departments must plan for replacement of computers so that they meet all the requirements for security of our network.

Due to not having a schedule for replacement of computers town wide or even department wide some are utilized for longer than is advisable. After a period of time Microsoft ceases to support programs and/or operating systems due to the age and how technology has advanced. By Microsoft ceasing to provide support they will no longer provide security patches for that program and/or operating system.

Microsoft has notified all users that as of January 2020 they will no longer support the 2007 operating system. Since Microsoft will not be pushing out patches and security fixes it will not meet the very basic security requirements for the Town network. It also means that computers utilizing the 2007 operating system cannot connect to the Town network due to the security requirements of CJIS.

There are many computers that are utilizing the 2007 operating system that are in excess of four years old and therefore have to be replaced. There are some computers utilizing the 2007 operating system that can be upgraded to the 2010 operating system and therefore, push out replacing that computer for a year or so. Each department will determine if the computers will need to be replaced due to age or if they are able to upgrade to the 2010 operating system.

Each department will see an increase in their operating budget to reflect the need to upgrade or replace computers utilizing the Windows 7 operating system. Each department, therefore, has budgeted for what needs replaced or upgraded in their individual operating budgets. However, to save on the purchase price of new computers in all departments they will be purchased in bulk. We will work closely with each department to determine the needs for each computer.

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]	Note
CONTRACT SERVICES - TAXES										
CONTRACTED SERVICES	13,461	16,994	18,665	16,373	21,700	22,000	22,554	22,500	20.5%	
Totals	13,461	16,994	18,665	16,373	21,700	22,000	22,554	22,500	-0.2%	

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]	Note
PLANNING AND ZONING:										
SALARIES	174,259	202,388	238,387	205,011	252,400	280,400	287,466	308,200	29.3%	
SALARIES (OVERTIME)	4,992	0	10,287	5,093	2,500	9,700	9,944	9,000	-12.5%	
PROFESSIONAL SERVICES	13,821	26,453	30,372	23,549	29,500	30,700	31,474	30,372	0.0%	EXISTING 2018 Budget
FICA	13,622	15,056	18,693	15,790	19,600	22,300	22,862	24,550	31.3%	
GROUP INSURANCE	14,777	19,096	23,434	19,102	24,250	30,000	30,756	31,100	32.7%	
RETIREMENT	20,298	24,711	31,038	25,349	32,600	37,100	38,035	44,400	43.0%	
POSTAGE	407	1,125	2,424	1,319	1,450	1,550	1,589	2,424	0.0%	ENHANCED
CELL PHONES	1,236	1,236	1,238	1,236	1,240	1,300	1,333	3,500	182.8%	ENHANCED
TRAVEL/TRAINING	3,353	2,888	3,667	3,303	3,500	7,000	7,176	5,500	50.0%	EXISTING Reduced due to current staffing and lack of coverage for out of office meetings
EQUIPMENT MAINTENANCE	457	0	0	152	500	1,050	1,076	500	#DIV/0!	EXISTING Maintain due to age of equipment
VEHICLE MAINTENANCE	2,022	3,681	875	2,193	1,750	2,050	2,102	2,050	134.2%	EXISTING Maintain due to age of vehicles
ADVERTISING	876	4,477	1,170	2,175	2,600	3,100	3,178	3,178	171.5%	ENHANCED Demand is there. Volume will pick up once there is staff to manage requests
FUEL EXPENSE	327	521	619	489	600	1,550	1,589	1,589	156.7%	ENHANCED Limited staff has manned the office and not been in field. Will increase as staffing returns to field.
MATERIALS & SUPPLIES	4,734	11,648	10,527	8,970	9,000	9,250	9,483	9,483	-9.9%	EXISTING Remains below 2018 budget. Expenditures will increase as staff comes onboard.
COMPUTERS	5,059	0	1,807	2,289	2,300	2,500	2,563	2,563	41.8%	EXISTING Computer costs to meet work load of planning staff requires upgraded systems
PRINTING/COPYING	1,501	2,462	2,733	2,232	2,800	3,100	3,178	3,178	16.3%	EXISTING Based upon lease agreements and demand by development community
UNIFORMS	0	0	369	123	750	1,050	1,076	1,076	191.2%	EXISTING Remain consistent with 2019 requests
INSPECTIONS	0	10,000	3,545	4,515	2,500	3,000	3,076	3,076	-13.2%	EXISTING Remain consistent with 2019 requests
UDO PROJECT	0	0	0	0	0	0	0	10,000	#DIV/0!	EXISTING Procedural Manual to be completed as part of UDO in FY 2019
INSURANCE & BONDS	4,089	4,500	8,570	5,720	3,446	5,500	5,639	5,700	-33.5%	
MISCELLANEOUS	141	113	277	177	275	300	308	308	11.2%	EXISTING
CENSUS 2020	0	0	0	0	0	0	0	1,500	#DIV/0!	NEW Complete Count Committee
Planning Suite Table-Chairs	0	0	0	0	0	0	0	6,172	#DIV/0!	EXISTING Completion of Planning Suite Renovations
Totals	265,971	330,356	390,033	328,787	393,561	452,500	463,903	509,419	30.6%	



STAFF REPORT
Planning Department- FY 2020 Budget Request Detail
January 30, 2019: Revised May 3, 2019

Topic: Parks & Recreation- FY 2020 Budget Request Detail
To: Joseph M. Moore II, PE, Town Manager
From: Michael J. Clark, AICP, ZCO, Planning Director

Executive Summary

The Department has undergone significant staffing changes in the past year which resulted in this proposed Planning Department budget being prepared by Interim Planning Director Teresa Piner with the assistance of several others based on department needs, past budgets, and an understanding of current needs.

In the FY2020 budget request, I have requested an increase beyond the CPI amount of 2.52% for the departmental budget. The purpose of this memo is to highlight several of these proposed modifications with the rationale behind it. These areas include the following:

- Postage
- Cellphones
- Training
- Computers
- Unified Development Ordinance Printing
- Office Renovations

Overall, the proposed budget is reflective of these and ongoing changes within the Planning Department that we expect to navigate through over the next fiscal year.

Topic Descriptions – below you will find the line item breakdown for FY2020 Planning Department. We have provided a brief description of the purpose and use of each topic:

Topic:	10-490-1100	Postage
	FY 2020 Requested:	\$2,000
	FY 2019 Budgeted:	\$1550

Background:

Postage costs increase with development and an increase in code enforcement activity.

Fiscal Analysis:

The amount budgeted for FY 2019 was a decrease from FY 2018 by \$874. Even with a reduction in staff it appears that the amount budgeted will be met. Once staff is in place, the work load will become more active increasing the amount used for postage.

Policy Analysis:

Maintaining a postage budget allows for the activity to meet growth demands and correspondence. Many ordinances and policies still require delivery by first class mail.

Risk Analysis:

The risk is the line item will not reflect the workload and will have to be amended to provide the required service to residents and those doing business with the Town of Zebulon.



STAFF REPORT
Planning Department- FY 2020 Budget Request Detail
January 30, 2019: Revised May 3, 2019

Topic:	10-490-1101	Cell Phones
	FY 2020 Requested:	\$3,500
	FY 2019 Budgeted:	\$1,300

Background:

Cell phone costs is based upon the recently authorized cell phone policy.

Fiscal Analysis:

Cell phone allowance is calculated based upon all planning staff (5 employees) receiving some type of compensation for use of their personal cell phone.

Policy Analysis:

The policy was based upon several factors with the most important being that of safety for staff. Whether in rough terrain at project sites or investigating a complaint, planning staff is at risk of accidents occurring and, in most cases, they will be the single employee on an inspection site.

Risk Analysis:

Although costly, when looked at town wide. The safety of employees as well as the ability to research a question or look up information while in the field eliminates the need to return to the office to review plans or documents, this will be a cost savings in time, gas, and efficiency.

Topic:	10-490-1400	Training
	FY 2020 Requested:	\$5,500
	FY 2019 Budgeted:	\$7,176

Background:

The request for FY 2020 funding is \$1,500 less than budgeted in FY2019.

Fiscal Analysis:

- Planning Director AICP Dues - \$700
- Planning Director Certification Maintenance - \$300
- Asst Planning Director Zoning Certification Course - \$800
- Asst Planning Director NCAPA Dues – \$40.00
- Permit Technician (Foundations of Planning, Zoning Practice, Subdivision Practice) - \$600
- Code Enforcement – Zoning Inspector Materials and Exam - \$300
- Code Enforcement – NCAHCO Continuing Education Credits
 - Hotel - \$600
 - Registration - \$200
 - Food - \$200
- Main Street Conference - \$600
- Planner I – Dues and Training - \$500

The amount requested would not cover an employee attending a national conference which would cost approximately \$2,500 per employee if airfare is needed.



STAFF REPORT
Planning Department- FY 2020 Budget Request Detail
January 30, 2019: Revised May 3, 2019

Policy Analysis:

The assumption was made that the Planning Director would have their AICP Certification and the dues would be approximately \$700. A place holder in the amount of \$300 was also added for certification maintenance courses.

The amount requested would not cover an employee attending a national conference which would cost approximately \$2,500 if employee required airfare.

An amount of \$500 was used as a place holder for training for the Planner I position.

If the Permit Technician is able to take the prerequisite courses in 2020, the Zoning Certification Course can be taken in FY 2021 (\$800)

An amount of \$660 is unencumbered for dues and training that may be needed for onboarding staff.

Risk Analysis:

As new employees are hired it is important to maintain memberships and dues to existing organizations that will benefit the community. Voids in training may be needed to meet the goals and vision of Zebulon citizens, such focusing on the downtown business core, Main Street Program, or economic development.

Topic:	10-490-3301	Computers
	FY 2020 Requested:	\$2,563
	FY 2019 Budgeted:	\$2,000 (Planner I Computer)

Background:

A new computer for the Planner I was requested for FY 2019 to maintain the current Levels of Service (LOS). With the planner position unstaffed at this time and not expected to be filled until later in FY2019. The request remains with a CPI-U increase of 2.5%.

Fiscal Analysis:

No other cost effective methods (i.e. technology, contracted services, part-time staffing) available to provide the needed service.

Policy Analysis:

Providing staff with appropriate equipment and technology ensures job related duties get handled in a timely and efficient manner.

Risk Analysis:

Failure to keep staff current with proper equipment risks inefficiencies within the delivery of services and fails to make the best use of time and resources.



STAFF REPORT
Planning Department- FY 2020 Budget Request Detail
January 30, 2019: Revised May 3, 2019

Topic:	10-490-4503	Unified Development Ordinance (UDO) Printing
	FY 2020 Requested:	\$6,664
	FY 2019 Budgeted:	\$6,500

Background:

The UDO is expected to be completed by mid-year 2019. Following its adoption, hard copies of the ordinance books and specification manuals will need to be generated and distributed to the Board as well as staff.

Fiscal Analysis:

While digital copies of the ordinance books will be made available and posted online, Board members and staff will need hard copies for meetings and general reference.

Policy Analysis:

Updating land use development regulations and code requirements accomplishes numerous goals as established in Zebulon's Comprehensive Plan as was stated in the FY 2019 budget message.

Risk Analysis:

With a new ordinance as well as new processes and standards, Board members and staff will need to be equipped with the new resource manual. The risk of not providing printed copies to Board members and staff increases inconsistencies with development services due to unfamiliarity with adopted plans and policies. The manual is a reference tool needed to assist citizens, prepare for meetings and provided assistance among staff.

Topic:	10-490-	Renovations
	FY 2020 Requested:	\$6,171.87
	FY 2019 Budgeted:	\$6,020.17

Background:

Renovations of the planning suite in FY 2019 exceeded costs. The amount remaining was not sufficient to purchase conference table and chairs.

Fiscal Analysis:

Quote received was \$6,020.17. With a CPI of 2.52, the furniture is estimated at \$6,171.87.

Policy Analysis:

Improve space and enlarge surface area for those meeting with town staff and officials.

Risk Analysis:

Finance currently uses multiple small tables to hold meetings. The furniture currently in the planning conference room will be move to the Finance Department.

Indoff Incorporated

Linda Miller

Email: linda.miller@indoff.com

Phone: 919-426-1775 Fax: 888-855-9136

QUOTE**7950536****Quote Date 2017-12-01**

Bill To: Town of Zebulon
1003 N Arendell AVE
Zebulon, NC 27597

Ship To: Town of Zebulon
1003 N Arendell Ave
Zebulon, NC 27597

<u>Customer</u>	<u>Purchase Order Number</u>	<u>Department/Tag</u>
199028	QUOTE	Planning Conference
<u>Sales Person</u>	<u>Date Requested</u>	
Linda Miller	2017-12-01	

Customer Instructions

Pricing reflects National IPA 2017 Contract

<u>Qty</u>	<u>UM</u>	<u>Item</u>	<u>Description</u>	<u>Unit Price</u>	<u>Extended Price</u>
1.00	EA	31NN48144RTLW	Conference table, 12', Laminate:	1,748.25	1,748.25
12.00	EA	N80BB	Result Mid-back Swivel-tilt Chair, Black Faux-Leather, Carpet Casters	282.60	3,391.20
1.00	LO	LABOR	Labor & materials to receive, deliver & install (1) 12' conference table and (12) swivel-tilt chairs. Work to be done during normal business hours.	500.00	500.00

Sub-total	5,639.45
* Estimated Tax	380.67
Quote Total	(USD) 6,020.12

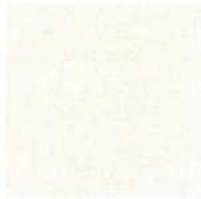
Approved: _____ Date: _____

Terms: 50% deposit, balance net 15 days

Quote valid for 30 days

* Tax will be calculated on rates in effect at the date of invoice and may change from the amount stated on this quote.





Wallaby

Pattern Laminates



Bronze Legacy



Crisp Linen



Elemental Concrete



Flax Gauze



Paloma Bisque



Smoke Quarstone



Tungsten Evolv



White Tigris

Woodgrain Laminates



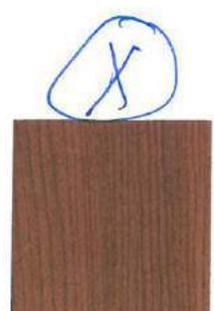
Acorn (793)



Almond (AD)



Amber (MC)



Autumn 2 (AC2)

C-38



Brighton (IM)



Caramel (CL)



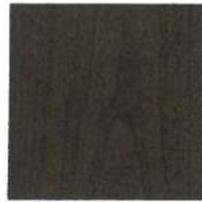
Cordovan (CW)



Honey 2 (HN2)



Judicial (DW)



Mocha (MH)



Natural (NM)



Palisander (791)



Portico (PT)



Portobello (PB)



Sable (792)



Skyline (SK)



Sonoma (SM)



Truffle (TF)

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]	Note
POLICE:										
DISPATCHER SALARIES	44,501	0	47,500	30,667	49,550	49,800	51,055	51,500	8.4%	
SALARIES	972,237	966,547	1,104,370	1,014,384	1,155,200	1,166,925	1,196,332	1,263,000	14.4%	Enhance Exist: there was no OT budgeted in 2018 so 2019 Projected was used. (currently OT is at \$5195 so projected needs to increase on this chart)
SALARIES (OVERTIME)	0	0	0	0	5,000	4,500	4,613	10,400	108.0%	
SEPARATION ALLOWANCE	9,424	9,707	2,455	7,195	0	0	0	0	-100.0%	
PART-TIME/AUX OFFICERS	14,344	12,046	15,736	14,042	16,500	17,390	17,828	17,828	13.3%	
FICA	77,403	77,280	86,872	80,519	94,600	95,700	98,112	104,000	19.7%	
GROUP INSURANCE	102,829	90,983	116,623	103,478	126,600	132,000	135,326	149,200	27.9%	
RETIREMENT	122,152	129,953	150,887	134,331	162,300	164,525	168,671	192,900	27.8%	
POSTAGE/TELEPHONE	183	282	195	220	250	425	436	436	123.8%	
CELL PHONES	9,855	9,834	10,722	10,137	10,750	11,000	11,277	16,100	50.2%	officer cell phone increases
TRAVEL/TRAINING	7,339	5,951	10,826	8,038	10,200	14,850	15,224	17,014	57.2%	Enhance: Second CVSA Operator
EQUIPMENT MAINTENANCE	8,847	6,097	7,040	7,328	7,000	8,000	8,202	8,202	16.5%	
VEHICLE MAINTENANCE	55,857	47,765	32,420	45,347	40,000	40,000	41,008	50,000	54.2%	Exist: Cost of replacement parts, aging fleet
FITNESS ROOM EQUIPMENT MAINTENANCE	0	1,478	0	493	0	0	0	0	w	
FUEL EXPENSE	31,867	32,640	42,203	35,570	45,000	40,000	41,008	41,008	-2.8%	
MATERIALS & SUPPLIES	13,323	13,579	14,538	13,813	15,000	15,600	15,993	16,593	14.1%	Enhance: on site K-9 kennel Enhance/New: Involvement in more CP Projects, CPA, VIPS
CRIME PREVENTION	2,455	-451	2,406	1,470	3,500	3,500	3,588	8,000	232.5%	
SHOP WITH A COP	0	0	3,613	1,204	1,970	1,970	2,020	2,020	-44.1%	
MOBILE DATA TERMINALS	10,035	10,035	10,187	10,086	10,500	11,500	11,790	11,790	15.7%	
RADIOS	0	0	0	0	92,000	92,000	94,318	94,318	#DIV/0!	
AMMUNITION	6,468	6,795	7,462	6,908	7,500	7,500	7,689	14,000	87.6%	Exist: Depleted stockpile, increased state requirements, mandatory practice requirement
COMPUTERS	0	0	0	0	0	0	0	54,000	#DIV/0!	Exist!Machines are outdated, operating system requires upgrades, CVSA System upgrade required.
TACTICAL ENTRY	14,580	0	0	4,860	0	0	0	4,000	#DIV/0!	Enhance: current helmets are 30 yrs old. Safety
WEAPONS	0	2,772	0	924	0	0	0	0	#DIV/0!	
ZEBULON NIGHT OUT	0	2,476	1,544	1,340	2,750	3,500	3,588	4,500	191.5%	Enhance: Donation driven. Duplicity with ZNO/INNO in FY2020
UNIFORMS	13,126	18,079	21,735	17,646	24,500	25,000	25,630	33,430	53.8%	
CONTRACT SVC-RALEIGH	86,106	94,724	106,140	95,657	114,046	113,700	116,565	121,050	14.0%	
CONTRACT SVC-OTHER	36,821	35,243	31,246	34,437	36,300	36,300	37,215	49,215	57.5%	
PRINTING/COPYING	2,515	3,754	3,441	3,237	3,500	3,500	3,588	3,588	4.3%	
CONTRACT SVC-LEGAL FEES (SMITH RODGERS)	0	0	5,265	1,755	5,265	5,500	5,639	5,639	7.1%	
INSURANCE & BONDS	55,759	49,989	53,583	53,110	52,227	64,000	65,613	58,000	8.2%	
MISCELLANEOUS	3,425	1,021	1,054	1,833	1,000	1,500	1,538	1,538	45.9%	
INFORMANT FEES	1,200	1,500	1,500	1,400	1,500	1,500	1,538	1,538	2.5%	
CANINE UNIT	1,180	905	2,592	1,559	3,900	4,110	4,214	4,214	62.6%	
Totals	1,703,828	1,630,983	1,894,156	1,742,989	2,098,408	2,135,795	2,189,617	2,409,021	27.2%	



Town of Zebulon
The Town of Friendly People
Police Department -MEMORANDUM

Date: January 28, 2019
February 20, 2019

To: Joe Moore, Town Manager
Bobby Fitts, Finance Director

From: Timothy P. Hayworth, Chief of Police
Zebulon Police Department

Reference: *Budget – FY2020 Operating Budget Request Detail Memorandum*

In this detail, I have listed requests for Budget Increases and the justification for each request. I have also noted line items that require an explanation as to their current or anticipated state. Line Items not requiring an explanation are not included. Finally, I have included a request to add one new Police Detective position which is more specifically detailed on the New Position Form.

Changes to Salary and Salary Associated Line Items are NOT included in the Excel document for the FY2020 Budget as they are generally numbers that are tallied by the Finance Director.

10-510-0200 (Salary and associated line items) New Police Detective Position. This is a total Salary and Benefit impact and includes line items 0500 (FICA), 0600 (Insurance), 0700 (retirement), 5400 (Insurance and Bonds), and an estimate for Overtime. These final items are figured by the Finance Department. **SEE NEW POSITION FORM**

Note: At this point we should continue to budget \$6,000 for funding the Industrial Drive Traffic Officer.

10-510-0201 (Overtime) Current \$4,613 (Requested \$10,400).

The current overtime budget is already 115% spent. Not only are calls for service are increasing every year but Officers are also conducting more community projects ie: gifts for children, park and walks, business assessments, etc. Nationally, police accreditation bodies are recommending the establishment of “minimum staffing” for police shifts due to the threat of violent crime, but also the threat of violence directed towards police specifically. The “minimum staffing” requirement means that policies are put into place that mandate a specified number of officers be on duty at all times to provide an appropriate level of protection for citizens and the on duty officers. While we are not Nationally Accredited, it is our goal to meet as many guidelines as possible. In order for us to attempt to provide “minimum staffing” overtime is needed to fill vacant shifts when we are unable to utilize part time personnel.

Financial Analysis: Exist: Labor/Demand

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. The success of Downtown and the maintaining of Small Town Life are directly impacted by policing levels. Growing our budget in smart ways is obvious as we protect our citizens, visitors and those who work in our area.

10-510-1101 (cell phone) Current 11,000 (Requested \$16,000)

A town wide increase in cell phone funds provided monthly to individual employees required to use their cell phones and data for town/department related business.

Financial Analysis: Exist/Enhance

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: Officers must use cellular technology on a daily basis to conduct police business. This meets all the goals for the town.

10-510-1400 (Travel/Training) Current \$15,224 (Requested \$17,224)

ZPD has only 1 CVSA Operator. Since the inception of the program we have tried to maintain 2 CVSA Operators as Operators are required to work together in deciphering test results. Our current operator must seek out other operators by in the area (by driving to Wake Forest or Nash County) when needing a “cold call” or “second opinion”. The importance of this is explained more completely in the Policy Analysis below. The police department uses the CVSA in many different aspects of duties as it has proved to be a very valuable tool. A second CVSA operator not only solves this problem but also adds to our overall ability to utilize the machine. This funding is for an increase of \$2,000 to permit the training and certification of the second operator.

Financial Analysis: Enhance: to make our CVSA program more efficient and more accessible to staff.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. The use of the CVSA in background investigations, criminal investigations, and internal investigations serves to protect our citizens today and of tomorrow while preserving the integrity of the Town of Zebulon and the Zebulon Police Department. ***REFER TO ATTACHMENT NITV FEDERAL SERVICES***

10-510-1700 (Vehicle Maintenance) Current \$41,008 (Requested \$50,000)

This line item is already 70% spent. Skyrocketing replacement parts and an aging fleet continue to lead to increase vehicle maintenance and repair costs. The Town of Zebulon has been attempting to catch up to the aging fleet, by implementing a fleet rotation plan several years ago. This plan, however, has been thwarted by lean years where the number of vehicles needed was not feasible. Currently our fleet stands 5 vehicles short from meeting our fleet goal. If this level of fleet condition is met, it is anticipated that maintenance cost would then lower significantly.

Financial Analysis: Exist: Cost increases, aging fleet

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. A well maintained police vehicle fleet is a must in order to fulfill the Strategic Plan.

10-510-3300 (Materials and Supply) Current \$15,993 (Requested \$16,593)

An additional \$600 is being requested to place a small kennel and dog run in the parking lot of the police department. This run is to be used when the on duty K-9 Officer is required to be off the road for an extended period of time (called to court, brought into a meeting). While some of these scenarios can be planned for, others come up suddenly with little warning. An example that happens quite often is, the K9 Officer is needed to testify in court sometime during the court day (8-5). Rather than spend the entire day sitting in the courtroom, the K9 Officer will work the road and when needed for court he will receive a phone call alerting him that he is needed in court. The Officer must without delay proceed to the courthouse to testify, but first he has to consider the dog. Currently the K-9 Officer, when faced with these scenarios, must take the dog home for kenneling or must leave the dog in the running (for climate control) vehicle. In the earlier example, the vehicle would not be left running downtown Raleigh, so the only option is to take the dog home. In other examples of meetings and shorter periods of down time, the dog is currently left in the running vehicle.

Financial Analysis: Enhance: cost saving of fuel and time, while increasing efficiency

Policy Analysis: Growing Smart: This expense allows for the reduced downtime of the K9 Unit and an on-site solution to a frequent problem.

10-510-3301 (Crime Prevention) Current \$3,588 (Requested \$8,000)

This increase takes into consideration: the overall expansion of crime prevention and community policing functions and specific costs associated with the Citizens Police Academy and the VIPS program. **SEE ATTACHMENT VIPS PROGRAM COSTS**

Financial Analysis: Exist/Enhance: A steady increase in community police programs and the addition of the CPA and VIPS programs.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. Community Policing is at the root of the TOZ Strategic Plan as stated in the Focus Area Small Town Life – *“We will preserve and enhance our small-town feel by developing more activities and locations to gather with family and neighbors, making Zebulon a safe, connected, family friendly and walkable town. This supports our vision of maintaining our small-town heritage and charm while we grow.”* These programs will certainly have a positive impact and assist us in these areas as we provide and participate in activities and events with and for our citizens.

10-510-3500 (Zebulon Night Out) Current \$3,588 (Requested \$4,500)

This program has been largely donation driven. This year will bring duplicity in efforts with a ZNO and a NNO.

Financial Analysis: Exist/Enhance: The reduced ability to receive donations combined with both ZNO and NNO.

Policy Analysis: Small Town Life: These programs are directly related to the benefits of community policing associated with the pleasures of a safe, well informed Small Town! A good example of this is mentioned in the Policy Analysis for Crime Prevention.

10-510-3306 (Ammunition) Current \$7,689 (Requested \$14,000)

Ammo has risen sharply in cost. Our ammo storage has been vastly depleted due to rotation and recently implemented firearms training programs. This year will also see additional firearms qualification standards required by the State and also an expansion of our in house firearms training. SEE ATTACHMENT AMMO PROPOSAL

Financial Analysis: Exist/Enhance: Expansion of Certification Standards and Departmental Training.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. Our police officers must be certified and have a duty to train.

10-510-3307 (Computers) Current \$0 (Requested \$52,500)

Upon recommendation of the IT committee, a large number of the police department computers must be replaced as the machines are outdated and no longer supported. Current operating systems are expiring and must be replaced. \$6,000 of this is to replace the CVSA computer which is a specialized unit that is far past its life expectancy and is outdated (over 10 years old). Without the needed CVSA equipment this program would end forcing us to outsource all of our truth detection testing (refer to the training line item narrative for a closer look at the uses of the CVSA). Outdated machines cause a serious security risk to the entire town network. Just one hacked machine can result in a complete breakdown of our town network. **REFER TO ATTACHMENT NITV FEDERAL SERVICES, REFER TO THE IT COMMITTEE MEMORANDUM FOR NARRATIVE ON NEED FOR THE NEW COMPUTER PURCHASES. THE IT COMMITTEE CHAIR WILL SUBMIT A MEMORANDUM OUTLINING THE NEED FOR THESE ADDITIONAL FUNDS.**

Financial Analysis: Exist/Enhance: Replacement machines and updated operated systems are required to remain functional.

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. All facets of policing now are dependent upon the computers by which we do our job.

10-510-3308 (Tactical Entry) Current \$0 (Requested \$4,000)

Current tactical helmets are 30 years old. While not needed often, do we really want our team conducting a search warrant with outdated lifesaving equipment? ***SEE ATTACHMENT TACTICAL HELMETS***

Financial Analysis: Exist/Enhance: Replacement Helmets for officer safety

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. Are tactical team is here to keep us all safe.

10-510-4501 (Contract Services Other) Current \$37,215 (Requested \$49,215)

This increase is to consider a Promotional Assessment Center for the Police Captain's position and the possibility of a subsequent Assessment Center for a Police Lieutenant. We do not have firm numbers at this point but are estimating the cost by comparison of similar projects (estimated \$12,000 cost).

Financial Analysis: Exist/Enhance: Replacement for retiring Police Captain

Policy Analysis: Vibrant Downtown, Small Town Life, Growing Smart: This expense meets all 3 areas of the Strategic Plan. This position will be a key leader within the police department.

This Operating Budget DOES NOT incorporate the financing for the addition of a new Police Detective which should be reflected in Line Items for: Salary, Equipment, Uniforms, Fees, and Vehicles. **NEW POSITION FORM**

NOTE: When looking at the current state of the FY2019 Operating Budget, the Police Command Staff feels that items not addressed in this memorandum are within the appropriate range. **IT IS IMPORTANT TO NOTE** that some of the current line items may have an actual expended amount that appears as if the total funding will not be needed, this is caused by items whose purchase occurs in bulk a one or two times a year and the current funding remains the recommended amount.

Attachments: NITV Federal Services (CVSA) Estimate
VIPS Cost Estimate
Tactical Helmet Estimate
Ammo Proposal

Additional Reference:

New Position Form
Additional Position and Vehicle Estimate
New Officer Estimate



NITV FEDERAL SERVICES LLC
 11400 Fortune Circle,
 West Palm Beach, FL 33414
 Phone: 561-798-6280

Estimate

Date	Estimate No.
10/16/2018	4879

Zebulon Police Department
 Attn: Lt. Ashley Dixon
 1001 North Arendell Avenue
 Zebulon, NC 27597

Description	Qty	Rate	Total
CVSA Trade-In of 2007 Dell Model (Service Tag # 2FGGPD1) to Current Model CVSA® III - Dell Rugged Model Series Dell 4-year Onsite Dell Pro- Support Hardware Service Warranty and Accident Protection Plan	1	5,995.00	5,995.00
Certified Examiners Course; Student TBD to attend CVSA training at location and date TBD 2019	1	1,295.00	1,295.00
CEC - Special-CEC - Special- New examiner tuition discounted with CVSA Purchase and first training slot at \$1,295; \$495 per student, normally \$1295 limit 3 available.	1	495.00	495.00
***CVSA III is available after December 1, 2018			
Total			\$7,785.00

*Not in Computer
line item*

*Training
line item*

This Estimate is good for 120 days. Please contact NFS to create an invoice. Thank you.

Item Cost for VIP Program

Uniforms:

- 1) 5.11 Polo Shirt: \$60.00
- 2) 5.11 pants: \$79.00
- 3) Boots: \$125.00
- 4) Traffic vest: \$45.00
- 5) Surefire Flash Light: \$199.00
- 6) Apex portable radio: \$4,400



Town of Zebulon
The Town of Friendly People
Police Department –MEMORANDUM

To: Chief Timothy Hayworth

Thru: Captain D. Brannan

From: Lt. Robert Grossman

Date: December 12, 2018

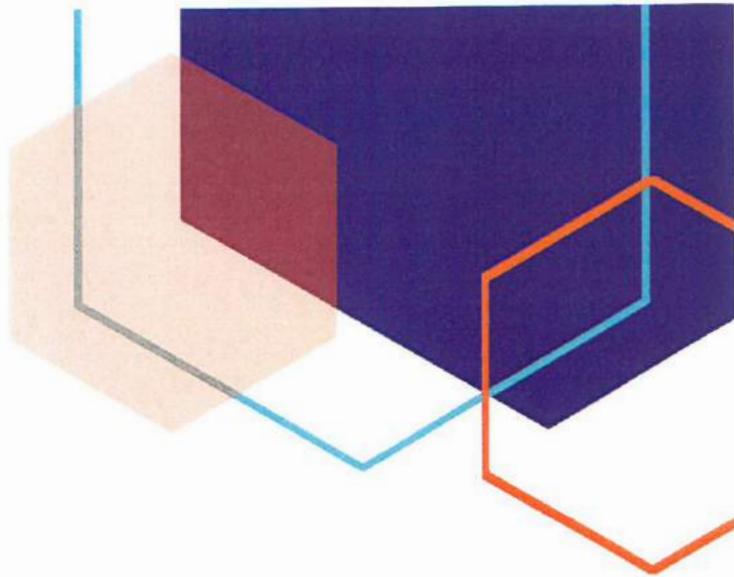
Reference: Proposal for new Tactical Helmets FY2020

This memorandum is to propose the purchase of new tactical helmets for the SERT Team in FY 2020 budget. The request to purchase new tactical helmets is due to the current helmets being tactically out dated and they do not conform to the NIJ Body Armor Standard 0101.06.

The current ballistic helmets issued to the Special Emergency Response Team (SERT) are Gentex brand manufactured in 1984/1985. Contact was made with Gentex about the degradation of these helmets. An engineer stated there have been massive improvements in Kevlar technologies implemented into a new generation ballistic helmet over the 32 year old helmets currently used. He also stated the helmets we possess are from the first production line of Kevlar helmets issued to the military. The ballistic material used to produce these helmets was Kevlar, that Gentex made by layering separate pieces of the Kevlar fiber rather than producing the layered Kevlar helmet from a single piece of material. The Army actually informed Gentex they wouldn't accept any more helmets from them until they corrected the issue although they had received 253,460 of them already. Upon looking at the helmets we are using it is clear that they are produced from multiple pieces of Kevlar. The PASGT style helmet also has a shelf life recommendation of 5 years for replacement which would have ended around 1990.

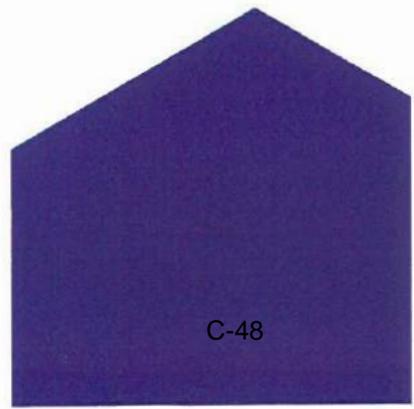
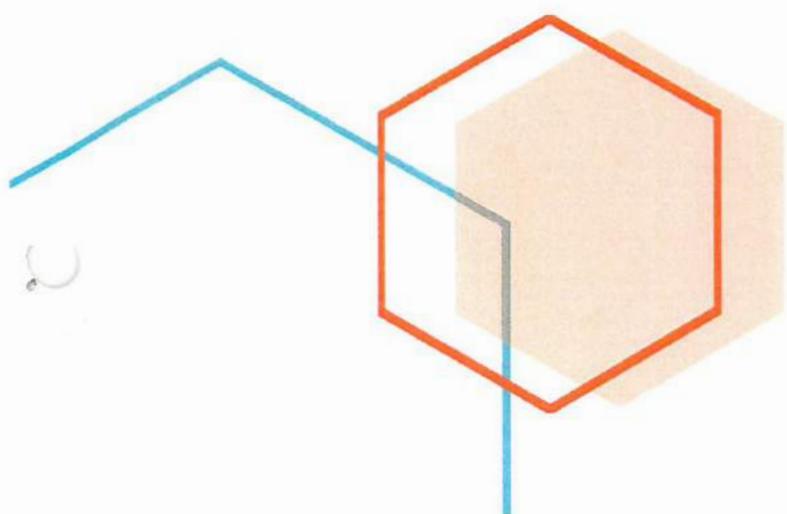
The technology implemented and manufactured in helmets today produce a helmet that is almost 2lbs lighter, made of more efficient ballistic material, and provide significantly more blunt force protection due to internal padding and modular chin strap designs. The reduction in weight from this helmet reduces neck stress and provided mobility for the individual. It also allows for over the ear hearing protection to be worn unlike our current issued helmets, and provides a modular system for attaching lights, cameras, and communications. A Pro-Tech or Gentex helmet produced to modern standards also conforms to the NIJ Body Armor Standard 0101.06 and provides a solid backing for limiting legal liability on the department should there be an incident involving head trauma while wearing the helmet.

Contact was made with our sales person from Lawmens and a meeting was set up to look at helmets they sell. After testing several different helmets we have chosen the Detla-4 high cut helmet. I'm requesting the department purchase seven of these helmets for SERT Team members. The total cost of these helmets is \$3,995.01.



2020 AMMUNITION/WEAPONS BUDGET PROPOSAL

Enclosed is a detailed proposal for the 2020 budget year for the ammunition/weapons line item. This document was prepared by Sgt. B.R. Lane and presented on 01/02/2019.





Town of Zebulon
The Town of Friendly People
Police Department –MEMORANDUM

To: Chief Hayworth

From: Sgt. B.R. Lane- Lead Firearms Instructor

Date: 12/28/2018

Reference: Proposal to increase Ammunition/ Weapons Budget for 2020

The purpose of this proposal is to explain the need to raise the Ammunition/Weapons budget from \$7500.00 to \$14,000.00 for the 2020 budget year. This is an increase of \$6,500 over previous years. This increase is needed for several reasons. The price of ammunition has increased over the last several years and the budget for the purchase of this ammunition has not increased enough to compensate for the inflation in price. The department is able to purchase ammunition at state contract pricing. State contract pricing is approximately 57% off of the retail pricing. The cost of .45 ACP ammunition in 2006 was \$.08 per round. The cost of the same round in 2013 was \$.28 per round and \$.36 per round as of 2017. This increase equates to \$80.00 per case (1000 rounds) in 2006 to \$280.00 per case in 2013 and \$365.00 per case in 2017. This is an increase of \$285.00 per case since 2006 with a cost that is continually rising every year without a significant increase in budget to account for this increase. This cost difference only makes it possible to purchase around one quarter the amount of ammunition today that we were able to purchase in 2006 for the same amount of money. In addition to this the cost of .223/556 Rifle ammunition has increased from \$180.00 per case in 2004 to \$300.00 per case in 2017. This is an increase of \$120.00 per case. (See attached chart).

Since 2016, when I took over the departments firearms training program, I have implemented 6 to 8 firearms training dates throughout the year to help officers better prepare for deadly force encounters and to attempt to increase the overall firearms proficiency and scores throughout the department. This was to comply with US District Court case law (Popow V. City of Margate) stating that both testing and training, where as we had previously only completed testing, is required to prevent failure to train liability for the department. The department's firearms average in 2015 was 89.3 percent. Due to this training, which has been extremely well received by all officers, we were able to raise the overall average in 2017 to 93 percent and a staggering 96.6 percent during the 2018 year with all departments issued weapons. This is by far the highest average on any department in the county and very likely the highest average for any department in the state. This score and level of proficiency would not be possible without the ammunition to issue officers for training throughout the year. During 2018 there were 144 officers killed in the line of duty throughout the United States. We should continue to provide a

high level of training to our officers to provide them with every opportunity to survive and help others survive a deadly force encounter.

Since 2016 I have been trying to stretch a budget allotted for ammunition for other things such as targets, weapons cleaning supplies, weapons parts and long guns for the officers. We have no other separate budget for these necessary items so I have tried to juggle buying enough ammunition for yearly training and qualification with the need for other items to be able to train and function as safely as possible. The average cost per target backer is \$1.15 each and the average cost of every paper target we shoot is 35 cents each. We use on average 100 backers per year and several hundred targets. This comes out to approximately \$210.00 per year spent on targets. We have also attempted to transition all officers having a rifle in their patrol vehicles. We have six officers at this time that do not have a rifle in their vehicle. These officers are issued a shotgun as a second weapon but the use of this weapon is limited due to the high risk of collateral damage due to the nature of the weapons system. The cost of outfitting an officer with a rifle is approximately \$1000.00 per rifle system. Also needed is a light source for these rifles. As it stands now only a select few rifles issued to officers have a white light source on them so that they may be safely operated at night and inside buildings. The average of each light system for the rifles is approximately \$100.00 each.

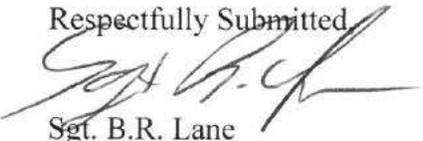
In 2006 the department purchased one-hundred Defense Technologies distraction device fuses for use in tactical and emergency situations by the departments Special Emergency Response Team. This purchase also included 12 gauge CS/CN gas cartridges in the event of a hostage rescue or barricaded subject emergency. We are now down to six fuses for the distraction devices and no chemical gas rounds. We no longer have a S.E.R.T. budget and no resources to purchase replacement equipment. Due to this low number of fuses we are not able to properly and safely train with these devices at this time due to having to keep a few around for actual emergency situations. The cost to replace the 12 port distraction device fuses are \$33.05 each and \$15.00 for each training fuse. (See attached law enforcement pricing). These devices are sold in cases of 25 units in each case. The cost of one case of each to replenish our diminished stock would be \$1201.00. This is enough to outfit the department for one year.

As of January 1st 2019 the North Carolina rule regarding long gun qualifications will change. This change will mandate the qualification of all rifles and shotguns to day and night qualifications as opposed to only day time qualifications required up to this date. This will double the amount of ammunition used for rifle and shotgun qualifications each year from now on. Each officer issued a shotgun shoots on average 10 shotgun shells for day time qualification. The average cost of one qualification for an officer carrying a shotgun is \$10.00. Each officer issued a rifle fires 100 rounds of .223 ammunition at a cost of approximately \$33.00 per qualification. This will double with the implementation of night time qualifications. The price for shotgun qualifications will double to \$20.00 per officer and \$66.00 per rifle qualification. As we currently have seven issued shotguns and thirteen issued rifles this will be an increase of \$499.00 per year in ammunition for officers to qualify.

Starting in 2018 AXON (Formally Taser International) has mandated standards for the initial user certifications for their weapons systems along with the yearly qualifications required for each officer that is issued their weapons. (See attached mandatory requirements for AXON) Until recently it has been a strong recommendation that officers meet certain yearly criteria for training in these weapons. However, this has changed to a set of requirements that's has been set forth by AXON for the company to stand behind the officer and department in a use of force situation involving their weapons system. This training requirement has been recognized by the U.S Supreme Court as the standard of training as has been the basis of several "Failure to Train" lawsuits brought forth by individuals in use of force situations. To fulfill this requirement each officer must demonstrate the proper usage and understanding of the weapons system annually. This is to include the firing of a minimum of two live cartridges every year at a static target. The cost for each cartridge is \$36.00 and each officer will fire two cartridges at a total cost of \$72.00 each. We have 21 issued Axon (Taser) devices which will create a cost of \$1512.00 annually.

This increase in the budget will allow for the continued training of officers at the level that highest level that we have established at the Zebulon Police Department. This will also help bring the department to a new standard of safety for both the officers and the public that we serve. In the long run this annual increase would make the department less susceptible to civil litigation such as Use of Force lawsuits, and Failure to Train cases. It also provides the much needed equipment affords each and every officer the opportunity to safety and successfully complete each and every situation they may encounter. Your consideration in this proposal is greatly appreciated.

Respectfully Submitted



Sgt. B.R. Lane



V20.2 TASER CEW User Certification and Annual Re-Certification Requirements

To fulfill Axon Enterprise, Inc.'s (TASER Training Department) requirements for TASER® Conducted Electrical Weapon (CEW) user certification or annual recertification, the currently certified TASER Instructor (Instructor) must fully comply with TASER's *Training Materials Licensing Agreement* and the requirements below when conducting the user course and certifying or annually recertifying the user. These requirements assist in forming the basis for reasonably safe and effective CEW use.

This document sets forth three separate CEW user requirements:

1. Initial TASER CEW User Certification Requirements.
2. Immediate Distribution Requirement of all TASER training bulletins and warnings to all CEW users.
3. TASER CEW User Annual Recertification Requirements.

TASER CEW User Initial Certification and Annual Recertification Requirements:

1. **72 Hours Prior Review/Utilize the Most Current TASER Course Documents.**
Go to <https://www.axon.com/training/resources> and review, download, print (as required for the course), and utilize the most current versions of the:
 - a. Proper PowerPoint® presentation, including videos and all updates;
 - b. Training Bulletins since the last TASER training version release;
 - c. Law enforcement Product Warnings; and
 - d. Instructor and User: Warnings, Risks, Release & Indemnification Agreement (the "Release").
2. **Prepare Course Documents.** Have all documentation for class ready, including a copy of each of the following documents for each student:
 - a. Applicable PowerPoint presentation;
 - b. The Release (Only students receiving an exposure need to sign the Release, prior to taking the exposure);
 - c. Law Enforcement Product Warnings;
 - d. TASER CEW User Certification Form (all students must sign); and
 - e. Course tests:
 - Part 1 – CEW User Certification Test;
 - Part 2 – Specific CEW Model User Certification Test; and
 - Part 3 – (Optional/encouraged) U.S. Basic Legal CEW User Certification Test.
 - f. Your agency's use of force, CEW, and other related policies and procedures (optional, encouraged);
3. **Comply with CEW User Certification Requirements.** Below are the requirements that must be completed by each student to be certified as either a new or annually recertified TASER Certified User. Agencies may also choose, at their discretion, to distribute and/or review their Use of Force, CEW, and related policies and procedures with students and provide a legal review of CEW usage within the jurisdiction.

The TASER Certified User Certificate Template is available to print and provide to students as documentation of their course attendance and certification. The template is included with TASER's training materials in the "Certification Requirements and Forms" folder.



V20.2 TASER CEW User Certification and Annual Re-Certification Requirements

New CEW User Certification*

Complete minimum of 6 hours of instruction

The user must complete a minimum of 6 hours of instruction with a currently certified Instructor. Coursework must include the current TASER User PowerPoint, updates, warnings, and Release; and include discussion of items in the instructor notes, drills, and functional demonstrations.

Receive and review the current TASER Law Enforcement Product Warnings

Receive, review, sign and KEEP on file the current Release Form (for students taking an exposure).

Pass Written Examinations

User must pass written examinations with a score of 100%, after remedial training.

Pass Functional Test

User must pass all functional tests listed on the TASER User Certification Form.

Deploy 2 TASER live CEW cartridges into preferred target zones

Each student must deploy a minimum of 2 cartridges to demonstrate familiarity with CEW functions and to test aptitude. The student must be able to contact the target and place both probes in the preferred target zones from various distances while under stress. Students who do not hit the target within the preferred target zones should complete aiming drills and deploy again. Users should not be qualified until they have passed firing tests. The use of simulator systems does not fulfill this 2-cartridge firing requirement.

**User certification is valid for a calendar year. For example, if they certified March 11 of 2017, they'd be required to recertify sometime in 2018, up to December 31 of 2018. However, as new User Update PowerPoint presentations, training bulletins, and product warnings are released by TASER, they must be immediately distributed to all persons authorized to use a CEW. This distribution is in addition to the Annual CEW User Recertification Requirements.*

Annual Recertification of CEW Users

Review the current Annual CEW User Update PowerPoint Presentation and any new Training Bulletins after its release date, including discussion of items in the instructor notes, drills, and functional demonstrations.

Receive and review the current TASER Law Enforcement Product Warnings

Receive, review, sign and KEEP on file the current Release form (if taking an exposure).

Pass Functional Test

User must pass all functional tests listed on the TASER User Certification Form.

Deploy 2 TASER live CEW cartridges into preferred target zones

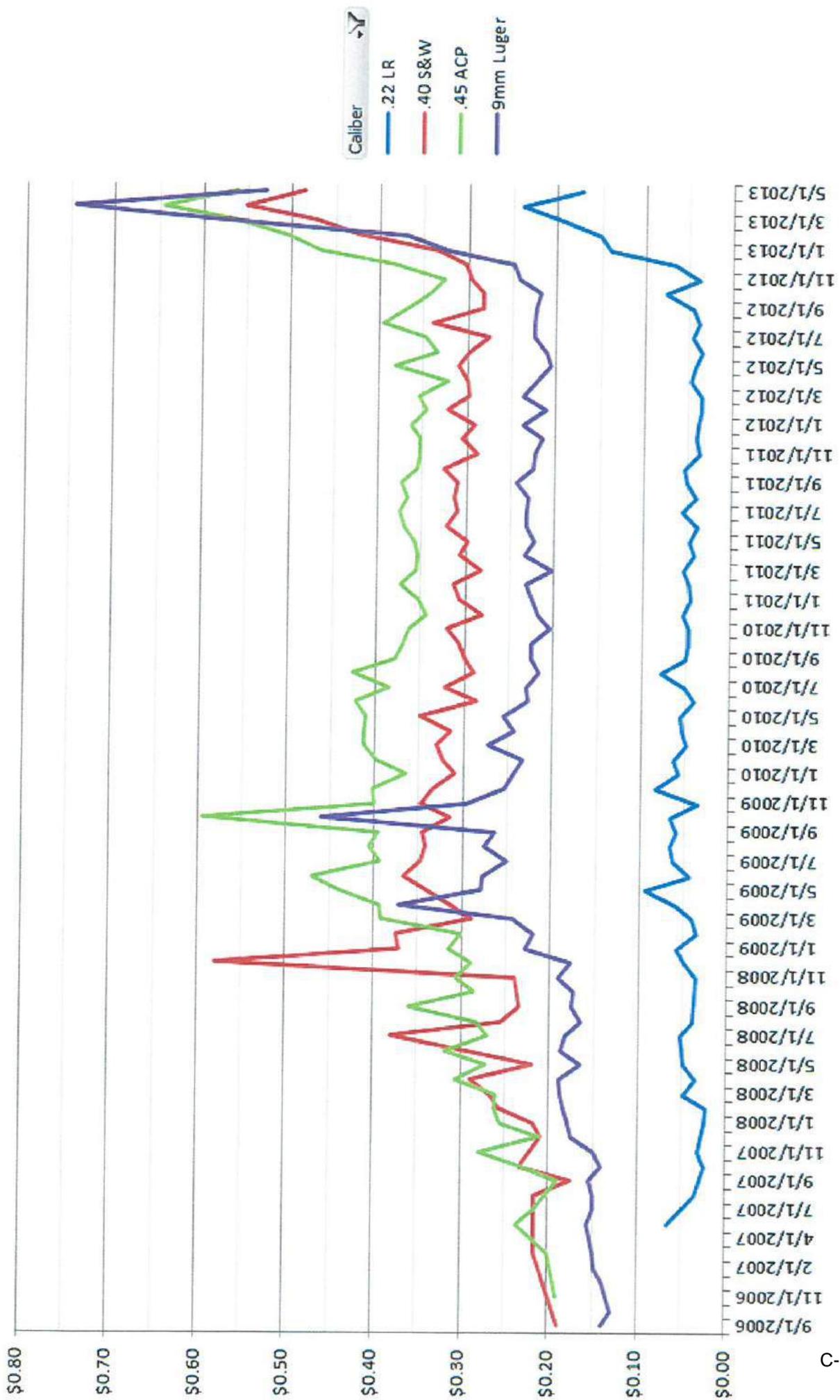
The student must deploy 2 live cartridges to both re-familiarize the student with CEW functions and to test aptitude. These can be any TASER cartridge that fires two probes with conductive wires attached (including expired date cartridges), fired at a target, or blue (LS) simulation cartridges used in conjunction with the simulation suit. The student must be able to contact the target with both probes in the preferred target zones from various distances while under stress. Students who do not hit the target within the preferred target zones should complete aiming drills and deploy again. End users should not be qualified until they have passed this two-cartridge firing tests. The use of simulator systems does not fulfill this 2-cartridge firing requirement.

- 4. Document Training.** Agency should collect and maintain all documentation concerning the training, including keeping a copy of each CEW user's Certification Form, Tests, and the Release Form in department records to validate certification. The TASER Training Department does **not** track User certifications and will return or shred (without notice) any user certification applications or other documentation or materials received.

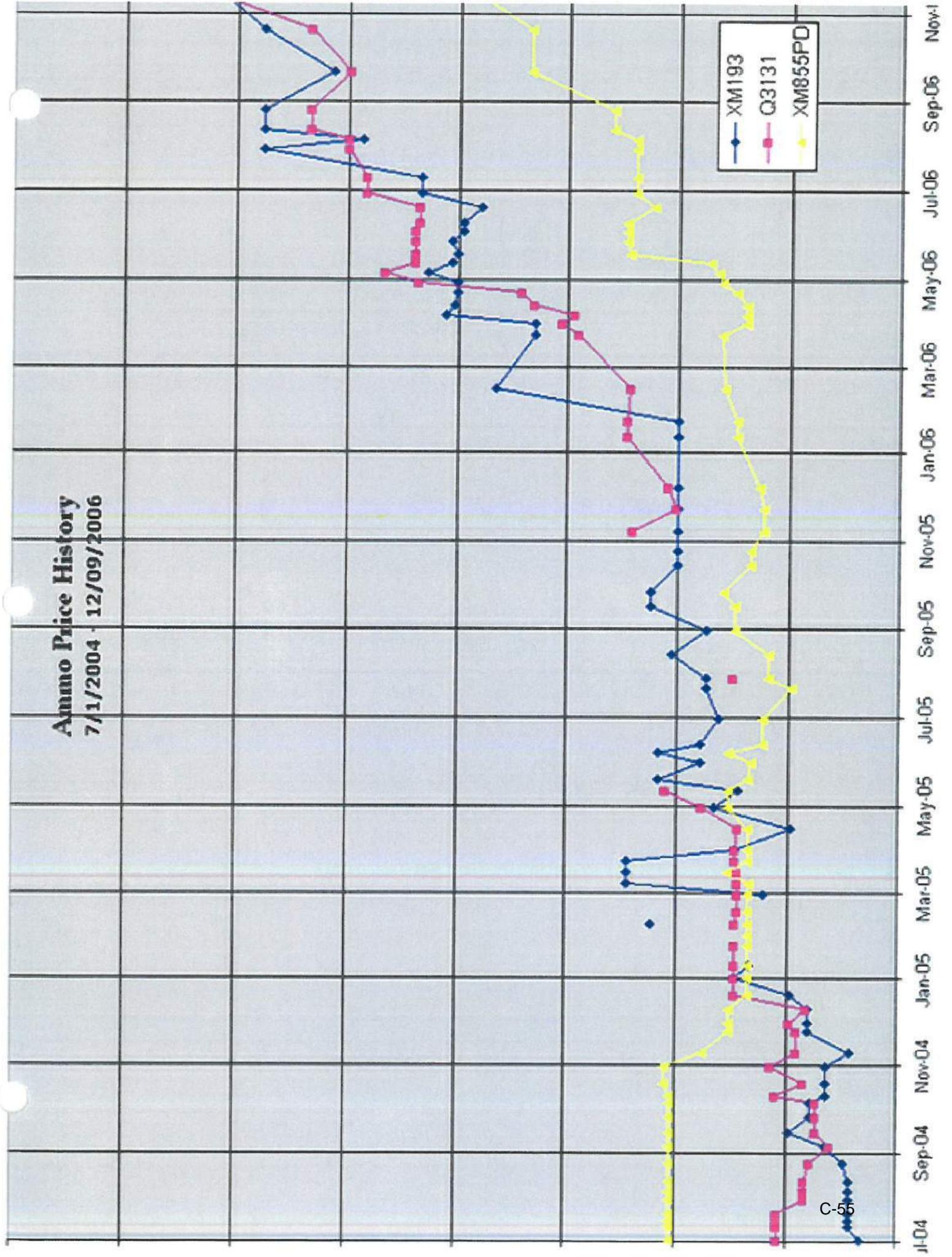
PowerPoint is a trademark of the Microsoft Corporation.

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Revised: January 15, 2018



Ammo Price History
7/1/2004 - 12/09/2006



C-55



Craig's Firearm Supply Inc.
Police Distributor

7 West 3rd St., Lexington, NC27292
Phone 336-300-7861 ~ Fax 336-300-8161

8761 Chapman Highway, Knoxville, TN 37920
Phone 865-573-4567 ~ Fax 865-573-0820

TO: SGT BRANDON R. LANE
AGENCY: ZEBULON PD
DATE: 02/10/17

PHONE: 252-230-2158
EMAIL: blane@townofzebulon.org
Quote will be honored for 15 days.

**A copy of this quote must accompany your purchase order.
EACH MANUFACTURER MUST HAVE A SEPARATE PURCHASE ORDER.**

ALL REMINGTON PRODUCTS REQUIRE A SEPARATE PURCHASE ORDER FOR EACH LINE ITEM.

AGENCIES ARE RESPONSIBLE FOR ALL TAXES

PART #	ITEM DESCRIPTION	PRICE	QTY.	EXT.
23726	REM UMC L45AP4 .45 ACP 230 GR BALL, PER 1,000 RDS	\$303.00	6	\$1,818.00
	NC SALES TAX			\$122.72
	LINE ITEM 1 PO TOTAL			\$1,940.72
29453	REM GS45APBB GOLDEN SABER .45 ACP, 230 GR BRASS-JACKETED HOLLOW POINT, PER 1,000 RDS (IN 50 RD BOX/500 RD CASES)	\$365.00	2	\$730.00
	NC SALES TAX			\$49.28
	LINE ITEM 2 PO TOTAL			\$779.28
28399	REM R223R1 .223 REM., 55 GR POINTED SOFT POINT, PER 1,000 RDS	\$386.96	3	\$1,160.88
	NC SALES TAX			\$78.36
	LINE ITEM 3 PO TOTAL			\$1,239.24
23711	REM UMC L223L3 .223 REM., 55 GR BALL, PER 1,000 RDS	\$380.50	2	\$761.00
	NC SALES TAX			\$51.37
	LINE ITEM 4 PO TOTAL			\$812.37
23720	REM UMC LL380AP L 380 ACP, 95 GR FMJ, PER 1,000 RDS	\$239.50	1	\$239.50
	NC SALES TAX			\$16.16
	LINE ITEM 5 PO TOTAL			\$255.66
23718	REM UMC L9MML2 9MM LUGER, 124 GR BALL, PER 1,000 RDS	\$262.00	1	\$262.00
	NC SALES TAX			\$17.69
	LINE ITEM 6 PO TOTAL			\$279.69

TOTAL

Please call with any questions about this quote.

Thank you,



REMIT TO:

3319 Anvil Place
Raleigh, NC 27603
Ph: 919.779.6141

800 Clanton Road, Ste T
Charlotte, NC 28217
Ph: 704.494.7575

4961 Broad River Rd. Ste B
Columbia, SC 29212
Ph: 803.798.2253

SALES QUOTE

SQ-284205

8/2/2018



Customer	Contact	Ship To
ZEBULON POLICE DEPT ATTN: ACCOUNTS PAYABLE 1001 NORTH ARENDELL AVE. ZEBULON NC 27597 Tel: (919)269-7455 Fax: (919)556-0995		ZEBULON POLICE DEPT BOB GROSSMAN 1001 N. ARENDELL AVE ZEBULON NC 27597

Account	Terms	Due Date	Account Rep	Schedule Date
ZEBULO	NET 15	8/17/2018	EMILY PARO	8/2/2018
Quotation	PO #	Reference	Ship VIA	Page Printed
SQ-284205		LANE	Customer Pickup	1 8/2/2018 3:50:35PM

L	Item / Model / Brand Description	Qty	Price UM	Discount %	Amount
1	NATB2724NCJA / ABC30989 / NAT B27(24'') NCJA TARGET W/RED CENTER	300	\$0.35	\$0.00	\$105.00
2	PKG24X35SW / PKG SINGLE WALL 24" X 35" TARGET BACKER	100	\$1.15	\$0.00	\$115.00
3	PLEASE CALL BRANDON LANE AT 252-230-2158 FOR PICK UP		EA		

<p>**PLEASE VERIFY THAT THE PART NUMBERS AND DESCRIPTIONS ARE CORRECT BEFORE SUBMITTING YOUR ORDER.</p> <p>**RESTOCKING FEES MAY APPLY TO RETURNED ITEMS.</p> <p>**FREIGHT WILL BE ADDED TO ALL INVOICES.</p> <p>**PRICES QUOTED ARE BASED ON PAYMENT BY CHECK OR CASH.</p> <p>**QUOTE IS GOOD FOR 30 DAYS.</p>	Tax Details NCCOUNTY725A \$15.950	Taxable	\$220.00
		Total Tax	\$15.95
		Exempt	\$0.00
		Total	\$235.95
		Balance	\$235.95

STREAMLIGHT PROTAC RAIL MOUNT 1 LONG GUN LIGHT CR123A OR AA BATTERY

SKU: STL-88058

[Write a review](#)

The ProTac series by Streamlight is a great choice for your next WML. A fixed-mount is included for Picatinny rails. An impressive 350 lumens are controlled by either a remote switch with momentary/constant on operation or a standard push-button tail switch.

Availability: **In stock**

\$99.99

4. Does this address a Board goal, new program, adopted plan or expand an existing program?
(Cite the goal, program or plan and describe how the position addresses it.)

Grow Smart: with growth come growing pains. B&E's of construction homes, an influx of visitors and those looking to move their home or business here. The Detective position focus' on the apprehension of those involved criminal acts which are re-occurring or are planned in nature thus making our community more welcoming of this growth.

Small Town Life: We all love the small town life... but a small town should be free of drug houses and street level drug dealers.

Vibrant Downtown: with this Detective position we will be able to focus on the type of crimes that haunt a downtown... drug sales, break in's and late night nefarious activity. With this our downtown becomes more attractive and thus more vibrant.

5. Attach or list any statistics or other information relevant to your request (if any). *In the last 2 years Detectives have worked 590 cases. Recent Statistics show that the call out ratio of our Detectives has soared to 21 (after hours) call outs in a 6 month period for a total of 79 hours of call out. The average time a Detective spends on a call out is 3.76 hours and when on call a Detective stands an 80.8% chance of being called into work.*
6. Other: (Please specify and include justification.) *Increase in street level drug calls and suspected drug houses.*

C. Needs/Issues/Problems

1. Is this a Service Level Increase – a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify? *An Expansion of current policing. The Detective division has been understaffed for 3 years and cannot keep up. Because of Patrol Priorities, the Detective Division has been used to backfill open patrol slots. This practice has left the Detective Division woefully short handed and overworked. The Division currently lacks staffing to conduct proactive investigations into known drug activity, Crime Prevention Programs and Long term investigations.*

The new position requested will allow the Detective Division to be more efficient in investigating their cases, proactively work narcotic cases, and implement more community involvement programs. The level of service the Detective Division works now could be improved greatly. An example of the need to keep up is obvious in our Fraud Investigations. Ten years ago white collar crimes were nothing like they are today. Detectives spend numerous hours working electronic crimes and searching devices used to commit these crimes. Criminals now use technology and electronic devices to commit crimes. Hours, days and sometime even weeks are spent seeking and executing search warrants and court orders to obtain evidence in these cases.

2. What needs/issues/problems does this request for additional staff address? *The ability to manage caseloads; drug complaints (houses, street sales) Crime Prevention Programs and business education programs.*

D. Duties:

Please attach a current job description or a proposed job description. *SEE ATTACHMENT*

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem? *Command Staff members are working cases and taking on call to provide relief for understaffed Detectives.*
2. Is outsourcing an option? *No*

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position? *Case Management, Proactive Investigations, Relief for overworked Detectives, reduce on call time.*
2. What performance measures will you use to measure the impact of this position? *Monthly and quarterly case reviews will show that cases are being closed at a faster rate. We will see a reduction in street related drug sells and suspicious drug houses. **A 2 hour response to major property crimes, a 1 hour response to personal crimes by a Detective.***
3. How do these compare to measures if the position is not recommended or approved? *A continued difficulty in case closure, burnout of on call staff, increased overtime usage, inability to meet the demand for crime prevention programs.*
4. How do these compare with previous years measures? *Current measures require a 48 hour response to property crimes and a 24 hr response to a persons crime.*
3. How will the work be performed if the new position is not approved? *The work will be largely left undone or performed only as extreme need demands or time allows.*

G. Cost

Fica: _____ Retirement: _____ Insurance: _____

Proposed Pay Grade: 10 Proposed Salary: \$40,099.00

Other associated costs, be specific (Human Resources/Finance will calculate benefits)

- 1. Office Space: *Currently available*
- 2. Furniture: *Currently available*
- 3. IT (Computer, Phone etc): New Computer needed = *\$1500.00*
- 4. Vehicle: Vehicle and accessories = *\$48,900*
- 5. Equipment/Uniforms: \$7,800
- 6. Training: *Within current training budget*

(For use of Human Resources):

Comments/Recommendations:

Recommend: **Approval** Denial Additional Information Requested

Sent to Town Manager for Review: _____

POLICE DETECTIVE JOB DESCRIPTION

FLSA Classification: Non-exempt
Reports to: Police Sergeant
Date written/reviewed: July 2016

Grade: 10
Type: Full Time

I. General Statement of Duties

Under general supervision of the Detective Sergeant, performs specialized investigative work involving the application of specialized knowledge and abilities in the detection, investigation and prosecution of criminal offenses. Exercises independent judgment in determining when there is reasonable suspicion to detain, when probable cause exists to search and arrest and when force may be used and to what degree.

II. Qualification Requirements

To perform this job successfully, an individual must be able to perform each of the essential functions satisfactorily. The requirements listed below are a representation, not an all-inclusive listing, of the knowledge, skill and/or abilities required.

III. Essential Functions

Duties and Tasks

1. Coordinates and conducts initial and follow-up investigations of criminal activity: interviews witnesses, suspects, and victims of crime; processes and collects evidence at crime scenes; conducts surveillance and special investigative activities as needed.
2. Drafts and prepares warrants, court orders, search warrants, etc.
3. Responsible for preparation of necessary investigative records.
4. Maintains an on-call status on a rotating basis.
5. Handles background investigations.
6. Makes arrests and testifies in court as required.
7. Assists with the department's evidence management.
8. Support Patrol Division on an as needed basis.
9. Assists with departmental programs, special events, and community outreach.
10. Participates in regular trainings and continuing education to maintain required certifications.
11. Maintains equipment, including firearm and vehicle.
12. Performs other duties as required.

(This listing is intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.)

IV. Recruitment and Selection Guidelines

Knowledge, Skills, and Abilities

1. Thorough knowledge of the rules and regulations of the police department; approved principles, practices and procedures of police work; pertinent federal and state laws and municipal ordinances; the geography of the Town and location of important buildings.
2. Ability to analyze complex police problems and situations and to adopt quick, effective and reasonable courses of action with due regard to surrounding hazards and circumstances.
3. Ability to enforce laws firmly.
4. Skilled in maintaining favorable public relations.
5. Ability to command respect of other officers.
6. Independently performs complex and sensitive investigative assignments and applies sound investigative principles to difficult cases.
7. Skilled in the use of firearms and the operation of an automobile.

Desirable Experience and Education:

1. Successful completion of North Carolina Basic Law Enforcement Training.
2. Must be currently performing their duties at an above average level in their current assignment as police officer.
3. Other qualifications as may be established for the successful function of this position.
4. Valid N.C. Driver's License.

FY2020 DETECTIVE POSITION REQUEST

prepared by Det. Sgt. Killelte:

Breakdown of Invested Time in Modern Day Case Investigations.

The following statistics are based off of January 2016 to December 2018.

There were 590 total cases assigned to investigations with an average of 196 per year.

Current and prior investigators were questioned to estimate the total amount of time spent per case in several commonly dealt with categories of investigations. Detective's and former Detectives all agreed in a breakdown of time management that investigations that were a result of a call out were consistently more time consuming. The only caveat to this is a robbery of a bank and narcotics investigations, which typically occur while Detective's are on duty. The average call out time for after hour investigations during this period was 4 hrs. This time is typically used for preliminary interviews and crime scene processing. The time accounted for in the below listed figures is an estimated average time of handling one typical case in the nature of category it was placed into. The areas included in this estimation were documentation, report writing, follow up interviews/investigation, intelligence gathering, social media postings, preparing court orders, preparing each warrants, evidence preparation and handling, and case preparation for court. The margin for error on these estimates is shifted far more to the total hours worked being exponentially greater than what is listed. Many investigations take 100's of hours requiring multiple Detective's to assist in the investigation, often putting other investigations on hold until priority cases have been worked sufficiently.

Investigative time per case

Death Investigations with no suspicious circumstances – 4+ hrs

Fraud Investigations – 20+ hrs

Property Crime investigations – 30+ hrs

Serious assaults – 50+ hrs

Suicide/ Suspicious Death/ Doctor won't sign Death certificate– 50+ hrs

Missing Person Endangered - 50+ hrs

Narcotics Investigations – 80+ hrs

Robbery from a person – 80+ hrs

Robbery of a financial Institution/ Business– 100+ hrs

Rape/ Sexual Assaults Crimes/Sexual cybercrimes – 100+ hrs

The following reflects the percentage of assigned cases for each specific category. This information was obtained from the case management log from 2016 through 2018.

Fraud: 42.37%

Property crimes: 33.7%

Missing Persons: 3.2%

Serious Assaults: 8.4%

Death Investigations: 3.9%

Robberies: 3.2%

Sex Offenses: 3%

Narcotics Cases: 2%

Summary of Detective's position:

A Detective investigates high liability cases to include, serious assaults, sex offenses, robberies from people and businesses, death investigations, financial fraud cases, narcotics cases, child neglect, elderly neglect, breaking and entering, felony larcenies and other cases that require specialized interviewing and investigative techniques. They are required to be in an on-call status in order to respond to after hour serious criminal offenses. Detectives must be able to respond to a crime scene and take command of the scene often from a higher ranking officer in order to effectively gather all evidence in a manner consistent with legal standards. Detective's must be highly knowledgeable on current case law and procedures dealing with a wide range of issues, as they will be relied upon heavily as subject matter experts and commonly called upon by officers and supervisors for advice. Detectives are tasked with very technical, time consuming, and complex investigations that require extensive investigative trade craft and the ability to use abstract thought. A detective must be skilled above and beyond a patrol officer in both oral and written English, have excellent interpersonal skills, and have a very high proficiency in a wide range of police oriented skills. Detectives must be able to self-manage and work independently as well as be able to work in groups, often with outside agencies. They are

required to have computer literacy in Word, PowerPoint, Excel, and multiple other law enforcement specific information interfaces. A Detective is expected to manage multiple cases at once and have flexibility in working hours. Detectives must be trustworthy and be highly disciplined in the disclosure of information as they will commonly conduct investigations where information can be disclosed only on a need to know basis. Detectives are expected to manage all evidence handling and processing from temporary evidence lockers into the main evidence vault. They have to manage the medicine drop box including the counting and transfer of pills to the SBI. A Detective must enter every item pawned at Zebulon Pawn into the RMS database, then cross reference the serial number listed through DCI (Division of Criminal Information). Detective's manage and facilitate the majority of responsibilities associated with setting up community events such as Zebulon Night Out, Halloween festivities, Operation Medicine Drop, the Read across America event, and multiple smaller community oriented events throughout the year. The job responsibilities for a detective far exceed those entrusted with a patrol officer, thus anyone assigned to this division has to be above their peers in all above listed facets

Summary of Detective Sergeant's Current Responsibilities:

In addition to the above listed summary of duties of a Detective these additional responsibilities are currently placed on the Detective Sergeant diminishing the capability to effectively investigate an equal amount of cases as a Detective. All high profile cases are either worked directly or at the strict direction of the Detective Sergeant through a Detective. All assigned cases are reviewed with Detective's in order to provide direction and legal advice as needed. The Detective Sergeant checks all reports on a daily basis for secondary approval that are completed by the Detective Division and Patrol Division. This includes all traffic citations, operation reports, incident reports, supplements, K-9 reports, and field contacts. After checking reports every name that is entered in any report is candidated through RMS to ensure the accuracy of the name and to reduce the amount of duplicate names in a county wide database. Every incident report that is entered has to individually be gone into and manually updated for the case status, and case assignment for the initial report. All NIBRS/ UCR reporting and corrections are also maintained by the Detective Sergeant and are required to be submitted on a monthly basis. Information for the weekly report is compiled and forwarded to the Detective Division Commander on a weekly basis. The case management log is updated daily upon new case assignment or closure. All hardcopy case files are reviewed for approval and submitted for filing. Special funds are maintained, and dispersed, for investigative purposes. Search warrants and high liability court orders are reviewed prior to submission to the appropriate resources. Logistics for specialized events are coordinated and planned through this position. Monthly time and the payroll board are maintained monthly and weekly respectively. DCI ATAC operations are also assigned to be managed by the Detective Sergeant. All evidence room

custody and storage is overseen along with the transfer of medicine from the medicine drop box. Employee evaluations are prepared and reviewed with Detectives. Currently The Detective Sergeant is also a general instructor, specialized firearms and rapid deployment instructor, who teaches mandated in-service training throughout the year. Firearms qualifications and training are conducted numerous times throughout the year for secondary weapons, qualification of new hires, and multiple open range dates. The Current Detective Sergeant is also the Special Emergency Response Team Leader, and prepares all training, and scheduling for this team to maintain operational readiness. In addition, this position is commonly tasked with pre-employment background checks, public speaking and presentations as well as multiple other special projects that all require a significantly high level of work quality.

The Need for an Additional Detective

Since January 2016 the Detective Division has operated with one Sergeant and one Detective. Previously the division had been staffed with a Sergeant and 3 Detective's but due to manpower issues with patrol this number was reduced to a Sergeant and 2 Detective's. Manpower again was reduced from this division to current staffing levels due to Officers leaving the department to seek employment elsewhere. The amount of cases being assigned to the division has remained consistent and the times to investigate cases have increased during my tenure in investigations. I was assigned to the Detective Division in 2008-2014, and then returned in 2016 as the Sergeant where I have remained until current. I can attest that the quality of service has improved during this time, but the length of investigations has also increased drastically. The technological advances in the past 10 years have significantly lengthened the amount of time spent in investigations. Fraud cases have increased and continue to increase in complexity and now require more than a few phone calls to obtain information. Court orders and search warrants are almost always required to obtain any information in these cases, when previously companies would freely provide information. This process is lengthy and requires Detectives to hold onto cases that could have been closed out fairly quickly in the past. Technology aids in the solvability of crimes, but the processes to gain access to this information is becoming more and more complex. The Detective division receives a constant influx of fraud cases which take up the majority of investigative time spent throughout the year. The addition of another Detective will allow the division to aggressively work narcotics, gang suppression, and prevention for person and property crimes instead of only being reactive to crime

By referencing Zebulon's most recent, 2015, city data compiled crime index number we currently rank at a score of 427. Realizing this data is outside of the allotted time span of all other information presented in this document, I referenced 2015's number of assigned cases, which totaled 173. This number was lower than the totals for 2016-2018 by an average of 24

which would reflect a higher crime index for serious crimes for the allotted time period when the division has been under staffed. In reflection to our Crime Index score of 427, the closest cities to Zebulon include Knightdale, Rolesville, and Wendell who had Crime Index Scores of 131.4, 130.0, and 157, during the same reporting periods. All crime reported for Zebulon is significantly higher than the national average aside from motor vehicle theft, which was lower. Drugs have a long established relationship with crime supported by numerous studies, one of which for quick reference is "Drug & Crime Data, Fact Sheet: Drug-Related Crime." U.S. Department of Justice. By being able to proactively work to reduce the amount of narcotics sales in our jurisdiction, statistically Zebulon should see a total reduction in crime. All narcotics operations require a minimum of two Detectives to be safely conducted and maintain legal standards. Three to four people are preferred to provide enough staffing to comfortably conduct undercover operations and work with confidential informants because of the high level of danger to those working in an undercover capacity, and legal liability for the Detectives. This often our entire division for manpower, and we have to rely on outside agencies to provide staffing. The technical skill and discrepancy required to perform this level of work is above that of a Patrol Officer. It requires specialized training and hands on experience to be safely conducted. With Patrol's constant lack of manpower and high probability of being needed on another call during the operation, it is not feasible to supplement this lack of staffing from that division. A narcotics operation will occupy 3 full days of work for one Detective, with the support of another Detective and Supervisors. This time is comprised of operational planning, undercover purchases, debriefing informants, preparing search warrants/arrest warrants, and service of these documents, evidence handling, and report writing. This 3 day commitment doesn't include the numerous hours spent afterwards in case file preparation and court. Working these cases has proven very difficult on account of having to rely on other agencies to provide manpower when they are addressing their own needs as well. With the addition of a Detectives position caseloads, specialized projects, community events, and proactive policing can be spread more evenly allowing a higher quality of service on assigned cases, as well as provide a valuable resource to the town by freeing up time for Detectives to aggressively attack crime through their specialized skill set.

Request for New Position

Department: *Police*

Current/Proposed Job Title of Position: *First Sergeant*

Effective Date: *July 1, 2019*

A. Type of Request

_____ New Permanent Full Time Position

_____ New Permanent Part Time Position (_____) Hours per week

_____ Convert Existing Part Time Position to Full Time Position

X Other Describe: *Creation of a new job classification*

B. Rationale

1. How is the work currently being performed? *The tasks are currently divided between the patrol division Lieutenant and the department Senior Sergeant. The Senior Sergeant has been an honorary position for many years with no specialized job description or pay grade changes.*
2. What are the consequences of the work being undone or not completed?
An increased workload on the Patrol Lieutenant. The First Sergeant Position would remain a non-paid assignment.
3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.) *NO*
4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)
This expands our adopted chain of command. The establishment of a "real" First Sergeant allows for promotion growth and serves as an opportunity to prepare Sergeants for the next step in their career: Succession Planning.
5. Attach or list any statistics or other information relevant to your request (if any).
Our Sergeants are veteran staff members charged with managing the scenes that require instant decisions that may be tactical, legal or community policing related. The First Sgt position allows additional duties to be assigned and then rewarded to assist with the management of the department and to prepare for succession.

Currently our Sergeants have served:

Sgt. Howard 18 years
Sgt. Lane 14 years
Sgt. Bridges 13 years
Sgt. Kilette 13 years
Sgt. Ziencik 11 years

6. Other: (Please specify and include justification.)

In a small department our Sergeants have limited room for professional growth which could create a plateau effect. The First Sergeant position provides an additional rung in the career ladder and will serve to create a new goal for Sergeants.

C. Needs/Issues/Problems

1. Is this a Service Level Increase – a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.

Our Sergeant positions are a firm part of a well-established chain of command. Our current rank structure provides limited growth: officer, sergeant, lieutenant, captain, chief.

2. What needs/issues/problems does this request for additional staff address?

Succession, growth, goal setting, professional staleness, the spreading of duties to allow the Patrol Lieutenant to deal with more administrative tasks.

D. Duties:

Please attach a current job description or a proposed job description.

Draft Job Description is attached. HR is currently reviewing this draft

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

We recognized this issue many years ago and have established the First Sergeant position in honorary recognition only.

2. Is outsourcing an option? *NO*

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?

Assisting the Patrol Lieutenant by reducing the span of command and inserting the First Sergeant in the chain. Personal and professional improvement in the performance of our Sergeants as they are given a new position to set goals for. Recognition of years of service, training and educational gains.

2. What performance measures will you use to measure the impact of this position?

Our performance evaluations will be used to measure this position. Special focus will be given to the areas of the job description that differ from that description of other Sergeants.

3. How do these compare to measures if the position is not recommended or approved?

N/A

4. How do these compare with previous years measures?

N/A

3. How will the work be performed if the new position is not approved?

N/A

G. Cost

Fica: _____ Retirement: _____ Insurance: _____
--

Proposed Pay Grade: *14* Proposed Salary: *up to a 5% increase*

Other associated costs, be specific (Human Resources/Finance will calculate benefits)

1. Office Space: *Already Provided*

2. Furniture: *Already Provided*

3. IT (Computer, Phone etc): *Already Provided*

4. Vehicle: *Already Provided*

5. Equipment/Uniforms: *Already Provided*

6. Training: *Management Training will be provided within current training budget*

(For use of Human Resources):

Comments/Recommendations:

Recommend: Approval Denial Additional Information Requested

Sent to Town Manager for Review: _____

POLICE FIRST SERGEANT

JOB DESCRIPTION

FLSA Classification: Non-exempt
Reports to: Police Lieutenant
Date written/reviewed: Jan. 2019

Grade: 14
Type: Full Time

I. **General Statement of Duties**

Under general supervision of a Police Lieutenant, the employee directs the activities of a squad of officers during a work period. Police First Sergeants also perform all general law enforcement duties required of non-ranking officers. Police First Sergeants serves as a liaison between Police Sergeants and the Patrol Division Police Lieutenant. The Police First Sergeant serves as the senior Sergeant in command structure and may fill in for a Police Lieutenant on an as needed, temporary basis.

II. **Qualification Requirements**

To perform this job successfully, an individual must be able to perform each of the essential functions satisfactorily. The requirements listed below are a representation, not an all-inclusive listing, of the knowledge, skill and/or abilities required.

III. **Essential Functions**

Duties and Tasks

1. Plans and directs daily activities of officers in the squad, including traffic control, accident investigation, disputes and disturbances, complaints, criminal investigations, and other calls for service directed for a law enforcement officer.
2. Maintains and submits detailed weekly reports of payroll earnings, including holidays and compensatory time earned and time taken from scheduled work.
3. Reviews and edits all reports submitted from officers prior to submission to the office assistant.
4. Conducts regular inspections of equipment and uniforms to insure proper care and use of the aforementioned. Submit monthly reports to the police lieutenant outlining the results of such inspections.
5. Maintains discipline and ensure consistency of operations with other units within the department.
6. Conducts job performance evaluations of officers assigned to the squad, makes recommendations for improvement, points out weaknesses in performance, consults with command officers regarding the officer's performance, and makes recommendations for merit increases in salary.
7. Promotes the goals and objectives of the department to personnel in the squad through the Town's personnel policy and the department's general orders.

8. Evaluates and makes recommendations to improve policy and procedures of the department or training required to improve effectiveness of personnel.
9. Coordinates crime prevention programs.
10. Conducts Internal Affairs Investigations and complaints on squad level personnel as assigned.
11. Assists with departmental programs, special events, and community outreach.
12. Participates in regular trainings and continuing education to maintain required certifications.
13. Handle the supervision of the part-time and reserve officers; training, court, certification and scheduling
14. Handle the court scheduling for staff to attend court on a monthly or bi-monthly basis
15. Reviewing monthly time sheets prior to being turned in to Division Lieutenant
16. May serve in place of a Police Lieutenant on an as needed, temporary basis as determined by the Chief of Police.
17. Performs such other duties as required.

(This listing is intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.)

IV. Recruitment and Selection Guidelines

Knowledge, Skills, and Abilities

1. Must have considerable knowledge of pertinent criminal laws, statutes and ordinances affecting employee's jurisdictional area.
2. Ability to apply such knowledge to a variety of complex criminal applications and situations.
3. Must maintain a working knowledge of town personnel policy and police department general orders; and the ability to apply them to the squad in a consistent and equitable manner.
4. Ability to make difficult decisions based upon legal precedents.
5. First-line supervisory training or the equivalent required.
6. Skilled in public relations, involving officer-violator, officer-compliant, and officer-victim.
7. Skilled in the use of firearms and the operation of an automobile.

Desirable Experience and Education:

1. Associates Degree or the equivalent of training, education and experience.
2. Must have held the rank of Police Sergeant for a minimum of 5 years.
3. Must have a minimum of 10 years as a sworn law enforcement officer.

4. Must possess an Advanced Law Enforcement Certification issued by the N.C. Criminal Justice Training and Standards Commission or be able to obtain such certification within one year of promotion.
5. Minimum qualifications include but are not restricted to Basic Law Enforcement Training (BLET) certification and minimum general certification from the State of N.C. Criminal Justice Training & Standards Division.
6. Other qualifications as may be established for the successful function of this position.
7. Valid N.C. Driver's License.

POLICE DEPARTMENT

(FY 2020) SPECIAL EQUIPMENT- PROJECTS- PROGRAMS REQUESTS:

March 12, 2019

Ammo Purchase - This year the Ammo purchase request will be increased sharply due to: the depletion of stockpiled ammo, increased state qualification standards, and a mandatory practice program. This purchase will be found in the FY2020 Operating budget. *See attached memo from Senior Firearms Instructor Sgt. Brandon Lane.* Cost = 7500.00 current. Increase to 14,000 total = an increase amount of \$6,500.00

Tactical Helmets - The Helmets currently worn by the ZPD SERT members are outdated and no longer meet NIJ Body Armor Standard 0101.06. The current Helmets are 32 years old and were obtained 18 years ago from Law Enforcement Support Services (Surplus Military). SERT members wear Helmets on Search Warrants and other high risk scenarios. *See attached memo from SERT Commander Lt. Bob Grossman.* Cost = 4,000

Computer Replacement - Due to aging computers and updated Operating Systems the IT committee has recommended that the Police Department replace 21 laptop computers and 15 desktop computers at a cost of approximately 1500.00 each. *There will be a memo from the IT committee detailing this expense.* Our CVSA (Computerized Voice Stress Analyzer) has reached the end of its useful life. ZPD has utilized the CVSA for criminal, internal and background investigations for the last 18 years and has only replaced the equipment one time. The computer that holds the program is showing signs of a pending failure and we need an updated CVSA Operating System. This system will cost \$6,000. Total Cost = 52,500

Light Tower - ZPD finds ourselves constantly having to borrow a light tower from another agency such as Wendell or Knightdale. These towers are used at special events, checkpoints, and during emergency operations. While a new light tower may cost as much as 25,000 we are requested to purchase a used tower. *There will be a memo from Lt. Grossman* Cost = 10,000

Kennel - ZPD often finds a need for a Kennel that is located on the PD property. Often a K-9 is called to court or into a lengthy meeting and the K-9 has to be taken to the handler's home or be left in the running vehicle (for climate control). The onsite Kennel would allow for a temporary Kenneling of our K-9. Upon occasion the PD finds that we are in possession of an animal that is being held for owner pick up or for a response from Wake County Animal Control. Cost = 600.00

Body Cameras- Continue the BWC project with the addition of 6 BWC to the project. No Cost in FY2020

PROJECTS:

Office Furniture - Most of the furniture in the Police Department is 20 years old and was handed down by other departments or purchased at State Surplus. A furniture survey is being completed and we plan to submit a proposal for a multi-year furniture replacement.

Kitchen Remodel - This upgrade is currently in the plan by Buildings and Grounds. The Police Department is looking forward to discussions with Public Works concerning details.

Railing Replacement - There is still an urgent need to replace a railing on the back dock stairs and the rear hallway exit stairs. This project had a local estimate of \$6,000 in cost but was included in a larger masonry project that appears stalled.

Storage Shed - A storage shed for Police Department Supplies is on the Building Plan. This shed continues to be a serious need for the long term storage of bulk items.

Parking Space/Tree Removal - Removal of Tree(s) in front of the Police Department and the addition of 2 public parking spaces. *The estimate for this work is in conjunction with the Blue Star Memorial Project.*

FY 2020 PROGRAMS:

Citizens Police Academy/Police Experience/VIP – Advertising, meals, polos, portfolios, ammo and office supplies, uniforms, portfolios, traffic vests, and a unit radio. Cost = \$7,000



Town of Zebulon
The Town of *Friendly* People
Police Department -MEMORANDUM

Date: January 31, 2019
February 20, 2019
March 21, 2019

To: Joe Moore, Town Manager
Bobby Fitts, Finance Director

From: Timothy P. Hayworth, Chief of Police
Zebulon Police Department

Reference: Career Ladder Proposal (Budget – FY2020)

For quite some time there has been discussion concerning the development of a Career Ladder Program. A career ladder program has been recognized in both the private and public sector as a great way to recognize employees who are going the extra mile in doing their jobs and also providing a way to compensate employees who may not be eligible for traditional rewards such as promotions or longevity based pay increases.

The Career Ladder program serves to reward employees for years of service, education and training. Simply put, it's not enough just to work here for a specified number of years. Instead, the Career Ladder Program only rewards those who have put in the extra effort.

The Best Practices Guide published by the International Association of Chiefs of Police stated that the two most prevailing reasons that employees leave their job is because of Salary and Lack of Growth. The following excerpts of this publication are interesting:

“ The most frequently cited reason by police executives of why officers leave is salary. There are a number of reasons for this claim. In many cases the level of salary, benefits, and working conditions offered by local and state governments trail those found in the private sector or nearby agencies. Second, employees who do not want to burn bridges with an employer frequently tell their bosses they are receiving a better salary in their new position. Third, if the individual is making more money in his or her new position, it is easy to say they left for a higher salary. Finally, relying on salary increases allows executives to give a simple - 8 - answer to a potentially complex problem without making any hard analysis of the problems or conditions within their agencies. Money is not a motivator, but absence of money is a de-motivator. When an individual does not have enough money to pay his or her expenses, salary becomes more important. As a general rule of thumb, persons who are struggling to pay their bills will leave for less than a 5 percent increase in salary. Unhappy employees will leave for 5 percent, and satisfied employees generally require a 20 percent increase before they consider resigning. 13 The issue of compensation is more inclusive than just salary and includes a number of benefits such as health insurance, vacation, retirement, schedules, and equipment. Deficiencies or perceived inequities in any of these areas can contribute to turnover.

***Lack of Career Growth** – Officers often cite limited opportunities to grow or ‘move up’ as a reason for leaving their current position. This is particularly true for millennial employees. For years, larger agencies have successfully used more opportunities in a larger agency as a way to poach exceptional officers from smaller departments.”*

In surveys of our own department, we find the overwhelming complaint is that of “pay compression” with “lack of growth potential” as a close second. Obvious, our findings mirror those of the larger study. It is recognized that agencies with a Career Ladder Program reap the following benefits:

- Turnover Reduction

- Reduced Salary Compression
- Improved Growth Potential
- Increased Job Satisfaction
- Improved Morale
- Better Trained Officers
- Reduced Agency and Governmental Body Liability
- More Officers Prepared for Promotion

NOTE:

The police department plans to track the available hard data to verify that this program is indeed accomplishing these desired results.

This proposal begins what will surely be a Career Ladder Program destined to grow and improve over many years to come. A committee of police supervisors and officers met on several occasions and discussed the Career Ladder and came to the conclusion that a Career Ladder was the single most important Human Resources tool that could be added to the Zebulon Police Department toolkit. The committee realized that the kick off of such a program could benefit from a system that was already in place and therefore chose to utilize the Career Certificate Program as regulated by the North Carolina Education and Training Commission. The Career Certificate Program has been in place for many years and already has criteria that incorporate years of law enforcement service, education, and specialized training. Those requirements are attached to this memorandum.

It is proposed that the Career Ladder Program be implemented over a 4 year window at which time the program would be reevaluated.

Step One, would be implemented in the FY2020 Budget. Step One uses the Career Certificate Program as described earlier to virtually eliminate pay compression and reward those employees who have put in the extra effort. This step could provide up to a 5% incentive pay on top of their salary. Note: this portion of the Career Ladder Program is available to all ranks of employees.

Step Two, would be a continuation of the Certificate Recognition started in Step One. There is no salary recommended for this step at this time. The police department, the HR department, Finance, and the Town Manager would be expected to evaluate the overall success of the program and implement an appropriate incentive plan.

Step Three, would implement a structured program where employees who are at the rank of officer could gain additional rank recognition and pay incentive outside the traditional promotional process. There is no salary recommended for this step at this time. The police department, the HR department, Finance, and the Town Manager would be expected to evaluate the overall success of the program and implement an appropriate incentive plan.

Step One (FY2020 Budget) – Certificate Recognition Incentive (Total FY20 cost = \$30,726.57)

Employees would be recognized for their receipt of Commission Awarded Intermediate and Advanced Certificates

- Intermediate Certificate – those employees with Intermediate Certificates would receive a 2.5% incentive pay to be added to their salary.
- Advanced Certificate – those employees with Advanced Certificates would receive a 5% incentive pay to be added to their salary.
 - An employee would only be entitled to a total of a 5% incentive ie: they would receive a 2.5 % upon being awarded their Intermediate Certificate and another 2.5% upon being awarded their Advanced.
 - It is estimated that FY2020 would be impacted more drastically than future years, due to the veteran officers already on the payroll who meet required certification requirements.
 - 9 employees would be eligible for 5% and 2 employees for 2.5% in FY2020.
 - Of the employees eligible for the incentive, 10 have been employed by the TOZ for more than 10 years and 1 has been employed 9 years.
 - The total cost impact for FY202 is \$30,726.57

NOTE:

Please see the last 2 pages of this document for a breakdown of how the Professional Certificate program point system works.

Step Two (FY 2022 Budget) -Add the following Certificates to the Certificate Recognition Incentive

- Traffic Specialist Certificate (421 hours of pre-selected classes)
- Investigator Certificate – (364 hours of pre-selected classes)

Step Three (FY 2024 Budget)

First Class Officer Position Requirements (3yrs):

- 1) Standardized Field Sobriety Testing
- 2) Radar Operator Certification
- 3) Intoxilyzer Certification
- 4) Officer Survival 1
- 5) CIT Certification

Master Officer Position Requirements (6yrs):

- 1) Attended PLI Class
- 2) Officer Survival 2
- 3) Field Training Officer
- 4) First Line Supervision
- 5) Responding to major crime scenes
- 6) Received Intermediate Law Enforcement Certificate

Senior Officer Position Requirements (9yrs):

- 1) 40 hours of Leadership/Management Classes
- 2) Public Speaking
- 3) Received Advanced Law Enforcement Certificate

Note:

It is expected that approximately 6 employees would be eligible for Advanced Certificates and 1 employee their Intermediate in the FY2020 Budget Year.

HOW IT WORKS. FY2020 (STEP ONE)

Professional Certificate Program

In order to recognize the level of competence of law enforcement officers serving governmental agencies within the State, to foster interest in college education and professional law enforcement training programs, and to attract highly qualified people into a law enforcement career, the Criminal Justice Education and Training Standards Commission established the Law Enforcement Officers' Professional Certificate Program.

Under this program dedicated officers may receive statewide and nationwide recognition for education, professional training, and on-the-job experience.

The Commission makes these awards available under the authority granted pursuant to [North Carolina General Statutes, Chapter 17C](#), and in accordance with [12 NCAC 09 Subchapter D](#).

General Provisions

In order to be eligible for one or more of the professional awards, an officer shall first meet the following preliminary qualifications:

- The officer shall presently hold general law enforcement certification. A person serving under probationary certification is not eligible for consideration.
- The officer shall be familiar with and subscribe to the Law Enforcement Code of Ethics.
- The officer shall be a full-time, sworn, paid member of a law enforcement agency within the state.
- Applicants shall be given credit for the satisfactory completion of all in-service law enforcement training which is not mandated by the Commission pursuant to [12 NCAC 09E.0102](#).
- Applicants shall not be given credit for satisfactory completion of Commission-mandated Basic Law Enforcement Training courses.

Intermediate Law Enforcement Certificate

An officer can qualify for the Intermediate Certificate if he or she:

- has accumulated at least thirty-two (32) education and/or training points and at least eight (8) years experience, or
- has accumulated at least forty (40) education and/or training points and at least six (6) years experience, or
- has accumulated at least forty-eight (48) education and/or training points and at least four (4) years experience, or
- has an Associate Degree issued by an academic institution recognized by the United States Department of Education and the Council for Higher Education Accreditation; has accumulated at least sixteen (16) training points and at least four (4) years experience, or
- has a Baccalaureate Degree issued by an academic institution recognized by the United States Department of Education and the Council for Higher Education Accreditation; has accumulated at least eight (8) training points and at least two (2) years experience.

Advanced Law Enforcement Certificate

An officer can qualify for the Advanced Certificate if he or she:

- meets the requirements for the Intermediate Certificate, and
- has accumulated at least forty-eight (48) education and/or training points and at least twelve (12) years experience, or
- has accumulated at least sixty (60) education and/or training points and at least nine (9) years experience, or
- has an Associate Degree issued by an academic institution recognized by the United States Department of Education and the Council for Higher Education Accreditation; has accumulated at least thirty-six (36) training points and at least nine (9) years experience, or

- has a Baccalaureate Degree issued by an academic institution recognized by the United States Department of Education and the Council for Higher Education Accreditation; has accumulated at least twenty-four (24) training points and at least six (6) years experience, or
- has a Graduate or Professional Degree issued by an academic institution recognized by the United States Department of Education and the Council for Higher Education Accreditation; has accumulated at least sixteen (16) training points and at least four (4) years experience.

Point Computation Formula

Awards are based upon a formula which combines formal education, law enforcement training, and actual experience as a law enforcement officer. Points are computed in the following manner:

Education – Each semester hour of college credit shall equal one point; each quarter hour shall equal two-thirds of a point.

Training – Twenty classroom hours of Commission-approved law enforcement training shall equal one (1) point, exclusive of BLET and Commission-mandated in-service training.

Experience – Only experience as a full-time, sworn, paid member of a law enforcement agency or the equivalent experience as determined by the Commission shall be acceptable for consideration.

How To Apply For An Award

- If you are qualified to receive an award, request an Application Form (F-6) from your agency or the agency personnel officer or download one from the Forms page under Law Enforcement.
- Complete the application fully and attach the necessary documents to verify your qualifications. Education and training **MUST BE** supported by transcripts, copies of diplomas, official training records, or other reliable documentary materials.
- Return the application to your agency head for his/her endorsement. No award will be issued unless the applicant is recommended by the agency head.
- Your agency will forward the application to the Criminal Justice Standards Division for processing.

If the Commission elects to grant the award, the proper certification will be forwarded to, and subsequently presented through, your agency. Applicants should note that Advanced Certificate applications must be presented to the Commission for approval at quarterly meetings. This requirement may result in a three- to four-month processing period for the Advanced award.

Account Number	Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]	Note
10-530-0000	FIRE:										
10-530-0200	SALARIES	665,555	661,674	710,653	679,294	776,300	808,640	829,018	825,000	2.0%	
10-530-0300	PART TIME SALARIES	38,811	51,110	75,827	55,249	55,000	54,705	56,084	55,000	0.5%	
10-530-0500	FICA	53,331	54,069	59,727	55,709	64,000	65,785	67,443	68,550	4.2%	
10-530-0600	GROUP INSURANCE	72,381	74,152	77,295	74,609	84,600	90,000	92,268	94,000	4.4%	Exist - Cost of Health Insurance Increase
10-530-0700	RETIREMENT	80,118	83,513	90,691	84,774	99,300	102,355	104,934	115,500	12.8%	Exist - Retirement Cost Increase
10-530-0900	OTHER FRINGE BENEFITS	7,100	6,677	6,979	6,919	7,500	8,150	8,355	8,150	0.0%	
10-530-1100	POSTAGE/TELEPHONE	350	264	226	280	450	725	743	740	2.1%	
10-530-1101	CELL PHONES	4,535	4,463	4,740	4,579	4,700	5,100	5,229	16,000	213.7%	New - Cell Phone Policy; Add'l MCT Data
10-530-1300	ELECTRICITY/WATER	11,740	12,000	14,231	12,657	12,200	12,500	12,815	12,800	2.4%	
10-530-1400	TRAVEL/TRAINING	3,665	4,436	4,144	4,082	5,000	5,200	5,331	5,300	1.9%	
10-530-1500	BUILDING MAINTENANCE	10,794	9,339	7,231	9,121	12,000	12,550	12,866	12,550	0.0%	
10-530-1600	EQUIPMENT MAINTENANCE	9,957	10,143	9,970	10,023	9,500	10,000	10,252	10,000	0.0%	
10-530-1700	VEHICLE MAINTENANCE	32,747	33,450	54,155	40,118	35,000	35,000	35,882	35,000	0.0%	
10-530-3100	FUEL EXPENSE	7,966	8,603	10,735	9,101	9,500	10,000	10,252	10,000	0.0%	
10-530-3300	MATERIALS & SUPPLIES	25,248	23,097	170,194	72,846	31,000	31,200	31,986	32,700	4.8%	Enhance - CPR/AED Training Program
10-530-3304	TURNOUT GEAR	31,300	21,456	9,878	20,878	10,600	10,700	10,970	10,700	0.0%	
10-530-3305	DEFIBULATOR	3,903	0	0	1,301	8,100	8,100	8,304	8,100	0.0%	(Funded through Service Equipment)
10-530-3306	COMPUTERS	0	0	0	0	4,000	4,100	4,203	7,200	75.6%	Enhance - Annual Cost of County MCT Project
10-530-3600	UNIFORMS	8,391	6,453	10,300	8,381	8,400	8,500	8,714	8,500	0.0%	
10-530-4500	CONTRACT SERVICES	6,792	7,002	8,381	7,392	12,000	12,650	12,969	13,000	2.8%	Exist/Enhance - PPI, Final RMS Implementation
10-530-4501	INSPECTIONS	1,883	1,761	1,493	1,712	2,250	2,500	2,563	2,500	0.0%	
10-530-4502	SAFETY	1,072	1,303	1,300	1,225	0	0	0	0	#DIV/0!	
10-530-4503	MEDICAL EXAMS	0	7,457	7,684	5,047	9,000	12,500	12,815	12,500	0.0%	
10-530-4504	WAKE HAZMAT TEAM	0	0	2,127	709	2,200	2,200	2,255	2,525	14.8%	Exist - Haz Mat Agreement with Raleigh
10-530-4505	WAKE COUNTY DISPATCH	0	0	5,228	1,743	6,467	4,800	4,921	6,200	29.2%	Exist/Enhance - Radio Costs/New CAD Costs
10-530-5400	INSURANCE & BONDS	77,505	71,001	62,678	70,395	70,000	86,400	88,577	86,400	0.0%	
10-530-5700	MISCELLANEOUS	999	495	767	754	950	1,000	1,025	1,000	0.0%	
10-530-5701	RETENTION & RECRUITMENT	0	292	796	363	800	850	871	1,500	76.5%	Enhance - Increase in Group to 15 Explorers
Totals		1,156,142	1,154,210	1,407,430	1,239,261	1,340,817	1,406,210	1,441,646	1,461,415	3.9%	

MEMORANDUM

TO: Joe Moore, II, Town Manager
Bobby Fitts, Finance Director

FROM: Chris Perry, Fire Chief

DATE: January 31, 2019
February 14, 2019 (Amended)

SUBJECT: FY 2019-2020 Fire Budget Request Memo

Please find the fire department's FY 2019-2020 budget request. This memo includes two sections for your information and consideration – our year in review and the year ahead.

The Year in Review (2018)

What We Do

When asked “what does the fire department do?”, three main areas come to mind:

- We **respond** to emergencies and requests for assistance,
- We **reach out** to our community to prevent fires and injuries, protecting those in our care, and
- We **prepare** our community for emergencies through educational programs, community notification and emergency preparedness activities.

These tasks are accomplished through a group of highly-trained, customer service-oriented professionals, made up of full-time/career employees, part-time employees, and volunteers who selflessly serve their community. At the heart of the fire department is service to our community and meeting people's needs. In years' past, fire departments existed for one purpose – extinguishment of fires; however, today's fire department is a multi-hazard response agency that is dedicated to preventing fire and educating those we serve to minimize hazards to life safety.

What We Did

For the year 2018, our department provided services to 25.8 square miles and an estimated 10,379 people, which includes the corporate limits, our Wake County-contracted area, and our Johnston County-contracted area, using just over forty personnel.

In each of the three areas described above, there are a number of metrics that we track on a monthly, quarterly, and yearly basis to measure workload. Some of the highlights from 2018 in each area are:

Respond

- Answered 1,567 dispatches for service (up from 1,544 in 2017)
- 639 responses were fires or fire-related responses, such as motor vehicle accidents
- 928 responses were medical responses
- There were 235 overlapping incidents during 2018. These are a challenge, as they result in splitting up the available manpower and/or utilizing other agencies to assist; however, they are indicative of growing service demands.

Reach Out

- Distributed 33 free smoke detectors to homes without working detectors
- Helped families with the installation of 54 child safety seats
- Conducted 594 fire prevention code inspections
- We continued to work to grow our Explorer program. We increased our recruitment activities to attract more young people.

Prepare

- Interacted with 4,025 people through outreach and educational efforts
- Facebook is used to provide information and/or educational information to the community. There were 99 fire department Facebook posts by our department in 2018.
- Twitter is used by our department to disseminate more time sensitive information, such as incident alerts and/or traffic impairments. In 2018, 349 tweets were sent out during the year.

How We Did

A determination of how effective fire service activities were are often difficult. For example, one could ask how many fires were prevented or how many lives were saved. Unfortunately, it is very difficult to know our overall impact to those we serve. With that being said, however, listed below are some statistics that speak to how we did in 2018.

Respond

- For all incidents in 2018, the average response time (in our entire response area) to incidents was 5 minutes, 5 seconds.
- Our turnout time goal (the time it takes from dispatch to enroute) is less than 1 minute, 30 seconds. For 2018, the average was 1 minute, 13 seconds.
- In 2018, there was an estimated property value damaged from fire of \$248,340. This is down from 2017, which was \$388,824.

Reach Out

- Although there may have been more, there was one documented case in 2018 where a smoke detector that we provided awoke and alerted someone of a fire in their residence, potentially saving their life. These types of occurrences truly speak to the effectiveness of our outreach programs.
- We started 2018 with 6 explorers and ended 2018 with 12 explorers, and a waiting list.

Prepare

- Our messages posted on Facebook were seen 117,086 times in 2018.
- The more time sensitive messages such as incident notifications were viewed over 129,800 times through Twitter.

The Year Ahead (FY 2019-2020)

What We'll Do

For the coming year, we intend to work to continue our high levels of services in many areas, despite the significant growth that our area is experiencing. The growth of property and population will directly impact fire department workload over coming years. Additionally, we propose to enhance some programs and implement some new areas. This section outlines what we'll do in the coming year ahead, presented in a line item format. A brief description of each currently funded line item is provided, followed by an analysis of those items with significant requested increases.

Line Item Descriptions

Attached you will find the submittal spreadsheet for the FY 19-20 fire department operating budget request. Listed below is a brief description of the use or purpose of each line item.

- 10-530-0200 SALARIES – Salaries (including overtime) for full-time employees
- 10-530-0300 PART TIME SALARIES – Salaries for part-time employees and turnout compensation for volunteers
- 10-530-0500 FICA – Federal Insurance Contributions Act payments for all employees
- 10-530-0600 GROUP INSURANCE – Health, dental, and life insurance for full-time employees
- 10-530-0700 RETIREMENT – LGERS, 401(k), and NC Fireman's & Rescue Squad Pension Fund
- 10-530-0900 OTHER FRINGE BENEFITS – Miscellaneous Benefits, etc.
- 10-530-1100 POSTAGE/TELEPHONE – Mailing/Shipping costs, Telephone system costs

- 10-530-1101 CELL PHONES – Departmental cell phone, employee phone stipends, mobile data
- 10-530-1300 ELECTRICITY/WATER – Building utility costs
- 10-530-1400 TRAVEL/TRAINING – Employee training costs, including training materials
- 10-530-1500 BUILDING MAINTENANCE – General fire station maintenance costs
- 10-530-1600 EQUIPMENT MAINTENANCE – General fire equipment maintenance costs
- 10-530-1700 VEHICLE MAINTENANCE – Vehicle maintenance/repair/testing costs
- 10-530-3100 FUEL EXPENSE – Vehicle fuels
- 10-530-3300 MATERIALS & SUPPLIES – Materials, equipment, supplies, etc. for department
- 10-530-3304 TURNOUT GEAR – PPE, including coats, pants, boots, helmets, gloves, hoods
- 10-530-3305 DEFIBULATOR – Semi-automatic defibrillators, as selected and approved by County Medical Director
- 10-530-3306 COMPUTERS – Office and vehicle computers (MCT's)
- 10-530-3600 UNIFORMS – Daily and dress uniforms
- 10-530-4500 CONTRACT SERVICES – Maintenance contracts, ongoing services, etc.
- 10-530-4501 INSPECTIONS – Fire code enforcement costs
- 10-530-4503 MEDICAL EXAMS – Firefighter annual fit-for-duty physical exams
- 10-530-4504 WAKE HAZMAT TEAM – Hazardous materials team contract
- 10-530-4505 WAKE COUNTY DISPATCH – Emergency radio and computer-aided dispatch costs
- 10-530-5400 INSURANCE & BONDS – Property and worker's compensation insurance
- 10-530-5700 MISCELLANEOUS – Miscellaneous expenses (awards, other not classified above)
- 10-530-5701 RETENTION & RECRUITMENT – Explorer program and other associated costs

Line Item Analysis

Listed in the next section, I have included an analysis of requested increases for those line items where the requested increase is greater than the provided consumer price index (CPI) of 2.52%. Each analysis explains whether the increase is related to a new program, enhancing an existing program, or increasing costs associated with an existing program.

10-530-1101 – Cell Phones

Financial Analysis

The increase shown in the cell phone line items consists of two program increases – cell phones and mobile computer terminal (MCT) mobile data service.

The cell phone increase is related to a **new** policy which provides for uniform application of the cell phone stipends to all Town employees. Fire department employees are

expected to (and currently) utilize their personal cell phones as part of their everyday job function, including communication with other employees (and others as needed on emergency scenes), data entry into record management systems, and for emergency incident resources; however, no provision has been made for most of our employees to maintain a cell phone for work use. The increase is to provide compensation to these employees, per the new policy.

As part of the new Wake County Computer-Aided Dispatch (CAD) system, mobile computer terminals are being installed in all fire vehicles to **enhance** incident information, location routing, and closest appropriate unit dispatch. In addition to enhanced capabilities, this new system increases the number of vehicles with CAD equipment from five (currently) to ten vehicles, each needing a mobile data connection. The increase in the budget line accounts for the increase in mobile data service costs.

Policy Analysis

Both items within this request relate to the Strategic Plan's vision of "Growing Smart". The new cell phone promotes fair treatment of employees, as well as ensuring that employees have the right tools to do their jobs in a safe manner. The new CAD system and MCT service enables us to provide timely incident response to emergencies, while enabling employees access to much needed response resources.

10-530-3300 – Department Materials and Supplies

Financial Analysis

One of the identified FY 19-20 goals was to grow outreach programs on loss prevention. In the last year, two of our department's staff became certified as CPR instructors. During this time, personnel have used existing CPR mannequins for classes; however, these units will not meet the new American Heart Association requirements which go into effect in January 31, 2019. Additionally, due to their increasing prominence, we have seen the need to expand this training to include Automatic External Defibrillator (AED) use. Nationwide, less than 10% of all victims that experience cardiac arrest outside of the hospital setting survive. The New England Journal of Medicine reports that communities with comprehensive AED programs (including both CPR and AED training) have achieved survival rates of nearly 40%. Studies show that only about 54% of people know how to do CPR, and only about 30% know how to do CPR effectively. The increase in this line item provides for **enhancement** of our program by replacement of our existing adult CPR mannequins with those meeting the new requirements and expanding our training to include AED training.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart". As our communities grow, so does the chance of someone experiencing a cardiac arrest event. A strong CPR and AED program can result in a greater chance of survivability in these instances.

10-530-3306 - Computers

Financial Analysis

As part of the aforementioned new CAD system implementation to **enhance** our response, Wake County is providing the procurement and installation of the necessary hardware in the ten fire department vehicles. As per our agreement with them, the Town would be responsible for a share of the cost of replacement equipment, when replacement is needed. This replacement of equipment is expected in four years, therefore, the amount shown in this budget requests one-fourth of the total needed. This approach annualizes the cost of the MCT computer equipment, based upon Wake County's established replacement policy. When replacement is needed, sufficient funds will have been accumulated, eliminating a large, single year budget spike.

Policy Analysis

Like the MCT data services counterpart, this request relates to the Strategic Plan's vision of "Growing Smart". The new CAD system will enable us to provide timely incident response to emergencies, while enabling employees to access much needed data.

10-530-4500 – Contract Services

Financial Analysis

The increase shown in this line item relates to both the increasing existing costs associated with our contract services and enhancement of services. A portion of the costs are due to increased costs associated with our **existing** services such as software maintenance and contracted building services. The overage (above CPI) can also be attributed to contracted services **enhancements**. A portion of the increased costs is related to a process started in FY 18-19 to link the CAD system to our incident reports. FY 19-20 will be the first full year where incident data from CAD is automatically transferred directly from the CAD system to our record management system. This enhancement enables for better data collection relative to turnout, travel, and overall response time.

Policy Analysis

Both items within this request relate to the Strategic Plan's vision of "Growing Smart". Increases in contract services typically provide means to provide services that we do not have the capacity to handle and/or it is not cost-effective to handle. For this request, these contract services include, among other things, hosting of our record management system to track data related to our department benchmarking.

10-530-4504 – Wake HazMat Team

Financial Analysis

The increase shown in this line item relates to the increasing **existing** costs associated with our contract with the City of Raleigh Fire Department to provide hazmat services. As the agreement was restructured in FY 18-19, there was a slight increase in costs.

Policy Analysis

This item's request relates to the Strategic Plan's vision of "Growing Smart". Like other contract services, this provide us a means to provide services that we do not have the capacity to handle and/or it is not cost-effective to handle. For this request, these contract services include ensuring that we have the capability to handle hazardous materials emergencies, should they occur in our area.

10-530-4505 – Wake County Dispatch

Financial Analysis

As part of the new CAD system implementation to **enhance** our response, Wake County provided funding for the new system acquisition; however, ongoing costs associated with the system maintenance, as well as licensing fees, are shared. The increases in this line item account for ongoing system costs for the CAD and emergency radio systems.

Policy Analysis

Like the other CAD-related counterparts, this request relates to the Strategic Plan's vision of "Growing Smart". The new CAD system will provide many features related to providing timely, quality incident response to emergencies. The system will recommend units based upon their proximity to the incident, provide routing information to the incident, and provide information to responders on the situation to which they are responding.

10-530-5701 – Retention and Recruitment

Financial Analysis

In 2017, we started an Explorer program as a junior firefighter program with six members and their advisors. The program is intended to provide an educational experience for young people, while creating a pathway for future firefighters. Since its start, we have gained three volunteer firefighters from the program, two of which are currently pursuing emergency service-related careers. In June, 2018, we expanded the program to include up to twelve explorers. The requested increase for this line item **enhances** this very successful program to cover costs that are associated with the program, and to increase the number of explorers to fifteen. This program has an enormous amount of energy and has had individuals waiting to join the program. In 2019, we hope to transition two more explorers over to the volunteer side of the department.

Policy Analysis

This request relates to the Strategic Plan's vision of "Growing Smart". Investment into our young people are an investment into our community and the benefit of planting seeds for future firefighters makes us stronger as a department. This program's success truly represents growing smart in our community.

How We'll Do

For this coming year, we will track our efforts' success on a regular basis. This will be accomplished, in the most part, through our record management system (RMS). Our record management system tracks all incidents, inspection activities, training events, and all times/data points associated with these activities. Given this new system, we will be tracking some of our more traditional performance measurements, as well as some new that were unavailable in the past. Examples of the measurements we intend to track are:

- Related to Responding
 - Number and type of Incidents
 - Response times, includes turnout and travel components
 - Hot spot analysis of call location
 - Cardiac arrest events, with success of CPR/AED use
- Related to Reaching Out to our Community
 - Type of outreach events
 - Number of participants (adult and children)
 - Number of fire code enforcement activities
- Related to Preparing our Community
 - Social media information distribution
 - Number of views of various types of posts

In addition, in 2019 we will also attempt to maximize the new record management system to explore more analysis such as:

- Compliance with nationally recognized response standards such as NFPA 1710 and 1720, which have recommended turnout, response, and crew assembly times.
- Fire code violation compliance – our new RMS tracks fire code enforcement different than past systems. The new system is more customer friendly, but we are working on ways to improve on compliance analysis.

Look for these and other performance measurements in upcoming fire department quarterly reports.

I look forward to further discussions on this budget request and stand ready to answer any questions that you may have.

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016- 2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]		Note
								FY 2020 Requested		
PARKS & RECREATION:										
PART-TIME SALARIES (FARMERS MARKET)	0	19,100	20,376	13,159	23,500	24,000	24,605	24,000	17.8%	exist
SALARIES	256,215	261,990	269,691	262,632	284,100	287,000	294,232	281,300	4.3%	exist
PART TIME SALARIES	79,940	60,053	63,417	67,803	80,000	99,000	101,495	101,400	59.9%	exist
FICA	25,577	25,598	26,436	25,870	29,850	31,600	32,396	31,400	18.8%	exist
GROUP INSURANCE	24,476	26,364	27,120	25,987	29,250	30,000	30,756	31,100	14.7%	exist
RETIREMENT	29,858	32,043	33,648	31,850	36,350	36,700	37,625	39,400	17.1%	exist
POSTAGE/TELEPHONE	281	152	204	212	250	750	769	769	277.5%	exist
CELL PHONES	2,526	2,556	2,554	2,545	2,600	2,700	2,768	3,490	36.7%	enhanced
ELECTRICITY/WATER	27,691	27,632	34,604	29,975	31,500	29,600	30,346	30,346	-12.3%	exist
TRAVEL/TRAINING	1,695	1,799	1,892	1,795	3,200	3,250	3,332	5,000	164.3%	enhanced
GROUNDS MAINTENANCE	53,999	21,026	26,427	33,817	21,500	21,800	22,349	24,300	-8.0%	enhanced
EQUIPMENT MAINTENANCE	11,069	7,380	8,917	9,122	9,000	10,300	10,560	10,400	16.6%	exist
VEHICLE MAINTENANCE	2,716	7,774	2,927	4,472	5,000	6,000	6,151	6,000	105.0%	exist
FUEL EXPENSE	6,503	7,082	8,271	7,285	11,000	10,600	10,867	10,000	20.9%	exist
MATERIALS & SUPPLIES	13,618	13,311	13,769	13,566	15,500	16,200	16,608	3,600	-73.9%	exist
TEAM UNIFORMS	13,933	14,714	15,366	14,671	18,000	18,500	18,966	19,500	26.9%	exist
COMM CENT MATERIALS/SUPPLIES	7,989	7,994	8,163	8,049	8,250	8,300	8,509	8,300	1.7%	exist
COMPUTERS	900	642	1,123	888	950	1,000	1,025	2,100	87.0%	enhanced
PRINTING/COPYING	2,098	2,998	2,698	2,598	2,700	2,600	2,666	2,600	-3.6%	exist
CONTRACT SERVICES	47,543	48,632	49,727	48,634	50,500	51,000	52,285	10,775	-78.3%	enhanced
INSURANCE & BONDS	23,834	24,542	23,436	23,937	18,826	25,400	26,040	25,400	8.4%	exist
MISCELLANEOUS	115	79	193	129	200	200	205	200	3.8%	exist
CAMP PROGRAMS	15,069	15,688	15,816	15,524	16,000	16,100	16,506	21,641	36.8%	enhanced
SPECIAL EVENTS	0	0	0	0	13,000	15,000	15,378	20,150	#DIV/0!	exist
SENIOR TRIPS	28,711	32,484	44,539	35,245	22,850	22,850	23,426	0	-100.0%	exist
FARMERS MARKET	20,260	20,481	23,238	21,327	25,800	22,100	22,657	22,100	-4.9%	exist
COMMUNITY CENTER PROGRAMS								26,635		exist
CULTURAL & RECREATION PROGRAMS								7,175		enhanced
ATHLETICS								27,520		exist
MARKETING & ADVERTISING								7,500		enhanced
Totals	696,617	682,114	724,551	701,094	759,676	792,550	812,522	804,101	11.0%	



STAFF REPORT
Parks & Recreation- FY 2020 Budget Request Detail
January 30, 2019: Revised February 28th, 2019

Topic: Parks & Recreation- FY 2020 Budget Request Detail
To: Joseph M. Moore II, PE, Town Manager
From: Sheila Long, Parks & Recreation Director

Executive Summary

In the FY2020 budget request, I have requested an increase beyond the CPI amount of 2.52% for the departmental budget. In addition, I have requested the creation of new line items. This memo will detail increases and new line items.

Prior to beginning this process there was not a detailed itemized budget available. A detailed accounting for each line item has been developed and is available upon request. In order to develop the budget, I worked with department staff to:

- consider existing program costs
- consider desired program and improvement costs
- review the previous year's spending trends in the town's financial software, MCSJ
- consider the Zebulon 2030 Strategic Plan
- consider the town manager's FY 2020 budget goals.

The total amount of increases detailed in this memo is \$28,490. The total amount of salary savings is \$5,700. The total request above the department's CPI is \$16,100. When identifying budget increases above CPI, I took into consideration that FY2019 budget amendments included FY2018 rollover funds, sponsorship funds, senior trips enterprise funds, and grants. I considered department increases above CPI as compared to the FY2019 originally adopted budget. FICA, insurance and retirement expenses are determined by Finance for the sake of this budget, I assumed a CPI increase for the projection of the overall department budget.

Due to unique changes to the department's budget to include the formation of new budget lines and reallocated where expenses are accounted for, this year's budget memo will detail increase above CPI to the department budget and anticipated expenses to existing line items. In future years, the annual budget request memo will be positioned to provide accountings for each line item above CPI as requested in this year's budget instructions.

New Line Items

I have requested the creation of new line items in order to provide you and the Board of Commissioners a more detailed accounting for the cost of operating the benefits the Parks and Recreation Department offers the community.

Community Center Programs (Community Center Coordinator)

This new line will reflect the cost of programs offered by the community center with the exception of cultural programs. Programs in this line will include open gym, karate, fitness classes, and Family Movie Night. These expenses were previously taken from Contracted Services.

Cultural & Recreation Programs (Recreation Program Coordinator)

This new line will reflect the cost of programs offered to support cultural and recreation programs. Programs in this line may include gymnastics, dance, nature programs, adult and senior programs. These expenses were previously taken from Materials & Supplies and/or Contracted Services.



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Athletics (Athletics Coordinator)

This new line will reflect the cost of programs offered to support athletics. Programs in this line will include t-ball, baseball, softball, and basketball. Team Uniforms will continue to have a separate line item. These expenses were previously taken from Materials & Supplies and/or Contracted Services.

Marketing & Advertisement (Parks & Recreation Director & Staff)

This new line will reflect the cost of creating community awareness for services and opportunities offered by the Parks and Recreation Department. These expenses were previously taken from Material & Supplies and/or Contracted Services.

Budget Increases

Department budget increases for FY 2020 are attributed to the below line items.

- Cell Phones \$790
- Travel & Training \$1750
- Grounds Maintenance \$2500
- Team Uniforms \$500
- Computers \$1075
- Contracted Services \$3480
- Athletics \$6000
- Cultural & Recreational Programs \$800
- Marketing & Advertisement \$4900
- Community Center Programs \$1560
- Camp \$5135

Cell Phones

Background:

This line has been increased by \$790 to accommodate anticipated adjustments to the Cell Phone Policy.

Fiscal Analysis:

Due to the nature of parks and recreation, staff members need to be available by phone when away from their desks in order to implement their duties, programs, and events. By ensuring staff are available by cell phone, we are able to provide speedy responses to other staff, management, safety concerns and customers (as appropriate). The rate of reimbursement is stated in the Cell Phone Policy and implemented within our department.

Policy Analysis:

Continuing the practice of providing a cell phone reimbursement is consistent with the town's goal of maintaining the appropriate and expected level of customer service both internal and external.

Risk Analysis:

Should this increase not be granted, there is a risk in disrupting staff responsiveness to staff, management, and customer needs.



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Travel & Training

Background:

Continuing education is important to ensuring staff is growing, networking and up to date with industry standards. This line is currently budgeted at \$3,250 and supports five full time staff members. In the upcoming budget year there will be a stronger emphasis on staff participation in continuing education to ensure we have proper training and knowledge to serve our customers confidently, effectively and efficiently. This line has been increased by \$1750 in order to ensure members of the department have access to training.

Part of the increase includes the cost to send the Recreation Program Coordinator to Supervisors' Management School hosted by the National Recreation and Park Association. This training is a two-year program designed to develop recreation professionals to have strong management principles by identifying and maximizing personal strengths as well as learning to effectively work with employees, peers, supervisors and partners. Acquiring such skills will support staff as the department grows to meet the needs of our expanding community by working with diverse staff members, groups, partners and individuals. Developed by North Carolina State University, Supervisors' Management School has been considered highly valuable to the growth and development of parks and recreation professionals. Unlike other leadership or management trainings, it is designed specifically to provide leadership tools and skills for success to recreation supervisors. Effective leadership will improve responsiveness to customer and employee needs. It is an excellent opportunity for this staff member to create a nationwide network in the field and to hear how others offer recreational opportunities in their communities. This network will create a platform for staff to be exposed to innovative recreation opportunities and trends that could be brought back to the Zebulon Community. The training takes place in Wheeling, West Virginia.

Fiscal Analysis:

This line is currently budgeted at \$3,250 and supports five full time staff members. This line has been increased by \$1750 in order to ensure members of the department have access to training and to account for additional expense of sending staff to Supervisors' Management School which is expected to be \$2000. Staff will shift funds that are typically budgeted to send the recreation program supervisor to the annual NC Parks & Recreation conference to offset related expenses to Supervisors' Management School. This is not a recreational based, in depth leadership program such as Supervisors' Management School available in North Carolina currently.

Policy Analysis:

The Zebulon 2030 Strategic Plan identified Growing Smart as a focus area. I believe that investment in staff ensures that they are prepared for growth and will be ready to provide appropriate levels of service to our customers. Staff development was also identified in FY2020 budget goals with a specific focus on developing funding to support succession training and networking. Training staff in industry standards, trends, and practices aids in the development of new and improved programs and recreation opportunities that we hope will attract new residents to our community.

Risk Analysis:

Should this increase not be granted, there is a risk that staff would not be up to date in industry standards, trends and practices. There is a risk that staff will fall behind on expected levels of services from current and future residents.



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Grounds Maintenance (Parks Crew Leader)

Background:

It is imperative that town parks are maintained with focuses on safety and user activity to ensure our parks meet user expectation, industry standards, and law. This line item has been increased by \$1500 to expand the playground mulching program and \$1000 to begin to expand park signage at Little River Park.

The department currently maintains 5 parks including 4 baseball fields, 3 multipurpose fields, 1 disk golf course, 2 tennis courts, 4 basketball courts, and 1 paved trail. 4 parks with playgrounds and 169 cubic yards of playground mulch. We currently have playground equipment that does not meet safety surfacing requirements. Methods to address those will include expanding the playground mulch program.

Also addressed in the increase to grounds maintenance is to begin a signage project at Little River Park. By working with a variety of partners and using local resources, staff will work to develop signage that will encourage park visitors to learn about their natural surroundings as well as prompt exploration. Staff will also work with the community to identify key points of significance to create signage that will share the story of Little River, the former mill, and the dam.

Fiscal Analysis:

The increase to this line is predominantly reflecting an increase to the frequency and level at which playground grade mulch is maintained at park playgrounds. Mulch is the most cost effective method for providing safety surfacing in playground use zones.

Funds identified to begin a signage project at Little River Park will reflect staff built park signs and locally designed signs with the support of regional partners with like interests. Staff is pursuing opportunities to work with the Blue Ridge Parkway Foundation to develop and install TRACK Trail signage. There is a history of this organization supporting similar projects in our region.

Policy Analysis:

By properly maintaining our park system and expanding opportunities at our parks we are reaching the goal of enhancing and creating more community gathering spaces. It is also important to note the signage project at Little River Park will meets the Little River Park Community Vision of providing a nature based park with opportunities to explore, learn and recreate.

Risk Analysis:

There as a safety risk associated with not properly maintaining the surfacing for playgrounds which could result in a law suit from a user injury. According to the National Parks & Recreation Association, the majority, 70% of playground injuries occur from public playgrounds. Injuries most commonly resulting in ER visits include: fractures, lacerations, and cuts. Swings and slides lead in equipment resulting in injury and more than 70% of injuries are a result of falls to the surface.

Team Uniforms (Athletics Coordinator)

Background:



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The FY 2019 budget approved an expansion to the athletic offerings. New programs include a spring soccer league and a summer basketball league. Additional uniforms were accounted for in both areas; however, upon review of actual uniform costs for all existing leagues; we anticipate a budget shortfall of \$500. The additional \$500 reflects the actual expected expenses to operate the approved leagues.

Fiscal Analysis:

To offer these leagues at the service level community members have come to expect and reflects a professional parks and recreation department there are minimal alternatives that would make a significant difference in the price of operating these programs.

Team and league sponsors are sought for all leagues. FY 19 secured sponsorships totaled \$7050. League participants will pay registration fees. Sponsorship funds will be sought in FY20.

Policy Analysis:

It is an objective of the parks and recreation department to provide physical activity programs for youth and adults, provide summer activity for youth, and encourage youth to be outside. I also believe that by expanding athletic programs we are reaching the goal of enhancing and creating more community gathering spaces through new opportunities.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents.

Computers

Background:

Replacement computers are being requested for the Zebulon Community Center front desk and the Parks Maintenance Workshop. The existing computers are more than 5 years old which exceeds the replacement cycle of every 3 years.

In addition, staff is requesting the purchase of an iPad to aide in program registration utilizing the recommended registration & management software, RecDesk, as noted below in Contracted Services.

Fiscal Analysis:

The current budget for computers in the Parks and Recreation department is \$1000. Each new computer and supporting hardware is expected to cost \$785. The iPad and support items such as a safety case and credit card attachment are expected to cost \$500. There are no other cost effective methods to provide these resources and services to our staff and customers.

Policy Analysis:

Ensuring necessary technology is available and up to date allows staff to ensure job related duties and the expected level of service is reached.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents.

Contracted Services



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Background:

This line item reflects significant change as many expenses have been reallocated to the new lines described above; however, this line will reflect a \$3480 increase to the department's overall budget. This increase will provide the department with program registration and management software that is web based. This software will have two platforms, 1 for staff to manage programs and register staff on site and another for the customer to use for the remote program registration.

At present, the only online registration and management available to our participants are those associated with the athletic league. However, for customers registering in person, we must continue to rely on paper applications.

Customers will not only be able to register for all programs, but they will also be able to see rental availability for all rental facilities and process rental applications online. This platform will also introduce the opportunity to accepted credit card payments in the parks and recreation office and at the community center. In the future if we wish to be able to process registration at remote locations, we would have that capability. This software will offer improved data collection and retention to aide reporting, management, and budgeting.

Staff researched a collection of program registration and management software's. Based on capabilities, staff identified 3 vendors to hold demonstrations. Full time staff had the opportunity to ask questions and investigate the options of each and it was determined that RecDesk offered the best total package at an annual all-inclusive rate of \$3480. Not only did this vendor offer the best product, but it is also used regionally by many of our peer organizations in which it maintains an excellent reputation.

Fiscal Analysis:

Staff considered multiple vendors for the implementation of this software. RecDesk offers an all-inclusive product that does not have additional costs such as training and percent of revenue fees. Other options that fit the needs of our organization would come at a large expense to the town.

Policy Analysis:

Ensuring necessary technology is available and up to date allows staff to ensure job related duties and the expected level of service is reached. Department staff identified registration software as a priority in order to be current, effective, and efficient as we strive to offer outstanding customer service and experiences. Strategic course analysis was also identified in FY2020 budget goals as a focus for the parks and recreation department.

Risk Analysis:

There is a risk that staff will fall behind on expected levels of services from current and future residents.

Athletics (Athletics Coordinator)

Background:

Two sets of soccer goals used to implement the spring and fall soccer leagues have been used extensively. These goals are also used to support regular soccer field rentals throughout the year. These goals are not fixed in place so that goals can be removed from the field to encourage multiuse and safety. The ability to relocate goals is also significant to turf management allowing



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staff to move heavy play areas such as the goal mouths. Staff identified two sets of goals that are broken and require replacement.

Fiscal Analysis:

It is possible that the welds could potentially be viewed for consideration of repair versus replacement; however, it is not recommended. It is industry standard not to conduct major repairs on athletic or play equipment due to safety concerns.

Policy Analysis:

It is an objective of the parks and recreation department to provide physical activity programs for youth and adults, provide summer activity for youth, and encourage youth to be outside. Expanding athletic programs will reach the goal of enhancing and creating more community gathering spaces through soccer opportunities.

Risk Analysis:

There is a safety risk associated with not properly maintaining equipment which could result in a law suit.

Cultural & Recreation Programs (Recreation Programs Coordinator)

Background:

This is a new budget line that formally was found under contracted services. \$400 is for nature based programs at Little River Park and \$400 for programs at Gill St Park.

Little River Park- In December of 2017, Site Collaborative presented Little River Park Community Visioning to the Zebulon Board of Commissioners. This presentation reviewed community engagement findings to develop a vision for Little River Park following the dam breach attributed to Hurricane Matthew in 2016. The study conclusions included:

- Everyone within the community is excited about the future of Little River Park
- People want a nature-based park with opportunities to explore, walk, learn, and recreate
- All preferred future uses can be accommodated with either a pond or a river
- There doesn't appear to be strong sentiment to either rebuild the dam completely or to remove the dam completely
- There is strong sentiment to recognize the dam and its cultural significance to the Town and community

Staff will work to develop and maintain partnerships to implement programs such as nature walks, s'more roasting, bird and tree identification, animal print identification, landscape painting, star parties and more.

Gill St Park- In speaking with the police chief about collaborative program opportunities we discussed possible programs at Gill St Park to encourage neighborhood resident engagement. This outreach program will increase exposure to programs and offer opportunities to serve citizens that may not have the means. The details of such a program are to be determined.

Fiscal Analysis:



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Staff has requested minimal funds to pursue these new program opportunities. It is anticipated that external resources will support development and implementation.

Policy Analysis:

Department objectives include to provide physical activity programs for youth and adults, to provide summer activity for youth, and to encourage youth to be outside. Staff prioritized introducing programs to Gill St Park. Expanding nature based and recreation programs will create more community gathering spaces through recreational opportunities. Introducing nature based programs at Little River Park will strive to meet the community's desire shared in the Little River Park Community Vision to provide a nature based park with opportunities to explore, learn and recreate.

Risk Analysis:

There is a risk that the department fails to offer expected levels of services and recreational opportunities from current and future residents.

Marketing & Advertisement

Background:

The department will dedicate time and attention to a comprehensive marketing effort that will maximize awareness of recreational services and benefits available to community members. The department will not only share the message of our programs, but also our parks featuring maps to identify places for people to gather, play and be active. Currently, a program guide is developed by department staff and printed three times a year. Existing expenses include occasional banners, yard signs, and printing of flyers. It is estimated that these costs totaled approximately \$2100 in addition to staff hours for development. FY 2020 expenses will be utilized to improve the quality of the department program guide as well as have it graphically designed (\$3300). Banners and yard signs are estimated to cost \$500. Newspaper and social media ads are estimated to cost \$1500. Flyers for various events and special programs will cost \$1000. Promotional items to expand department awareness are anticipated to cost \$700.

Fiscal Analysis:

Due to the nature of promotion and advertising, there are a variety of methods to create awareness. We will utilize as many cost effective means as possible to continue to share the opportunities available. I believe it is necessary to take advantage of new marketing avenues and expand/improve existing. Effective marketing and promotions will reflect increase in park use and program/event participation.

Policy Analysis:

It is important to share with the community our message about the department, parks, programs and events in order effectively reach the goal of enhancing and creating more community gathering spaces through recreational opportunities.

Risk Analysis:

There is a risk that the department fails to effectively communicate the opportunities offered to current and future residents. There is also a risk of loss of community awareness.

Community Center Programs (Community Center Coordinator)

Background:



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This is a new budget line that formally was found under contracted services. Staff recommends an increase of \$1560 in order to expand the basketball program at the community center to offer adults a program opportunity. This increase will also pay the youth open gym instructor in line with like fitness programs at the community center. The community center currently only offers open gym to youth. Staff recognizes that aside from fitness programs, there are limited adult athletic programs available. Staff will work to develop and implement an adult basketball program.

Fiscal Analysis:

Experience has determined that the program should be structured and ran with a gym supervisor to serve as a referee if needed, ensure everyone follows the code of conduct, keeps the game and clock moving to maximize play time. It is not feasible for the operational staff to serve in the role as gym supervisor. An alternative to a budget increase, consideration could be given to reduce the number of fitness programs offered at the community center in order to offer an adult basketball opportunity.

Policy Analysis:

It is an objective of the parks and recreation department to provide physical activity programs for youth and adults. I also believe that by expanding programs we are reaching the goal of enhancing and creating more community gathering spaces through new opportunities. Strategic course analysis was also identified in FY2020 budget goals as a focus for the parks and recreation department.

Risk Analysis:

There is a risk that the department fails to offer expected levels of services and recreational opportunities from current and future residents.

Camp (Recreation Program Coordinator)

Background:

The parks and recreation department has traditional offered 20 specialized camps each summer in additional to spring break clinics. In past years not all camps have meet participant registration and resulted in cancellation. Last year 18 camps made and maximized the allocated budget. This was consistent with past years.

It is staff's desire to continue to provide 20 camps, but to alter what is being offered based on community and industry trends. The additional cost of two camps is anticipated to be a total of \$2456.

Staff will offer 5 days of all day track out programs as a pilot to determine if there is a need in our community to offer track out programs in the future. It has not been determined if these days will be subsequent. The cost to do so will be \$2000.

The fee schedule states that camps are at least \$60 for residents and camps have only charged \$50. Instructors are paid on a percentage basis. In order to align the programs registration fee with the adopted fee schedule, camps will be increased to at least \$60 moving forward. An increase of \$670 takes into consideration both an increase in participation and an increase in instructor compensation



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Fiscal Analysis:

Staff has considered offering camps and track out opportunities through an external vendor. An external vendor would reflect an increased cost to the customer and a decrease in town revenue.

Policy Analysis:

It is an objective of the parks and recreation department to provide physical activity programs for youth and adults. I also believe that by expanding programs we are reaching the goal of enhancing and creating more community gathering spaces through new opportunities. Strategic course analysis was also identified in FY2020 budget goals as a focus for the parks and recreation department.

Risk Analysis:

There is a risk that the department fails to offer expected levels of services and recreational opportunities from current and future residents.

Special Events (Recreation Program Coordinator)

The FY2019 budget allocated \$15,000 additional funds for a newly developed Special Events line item. This new budget included the Tree Lighting Festival, Movie on the Lawn, and a concert. Moving forward, previously existing events such as the Easter egg hunt, art celebration, and Veteran's Day will also be accounted for in this line item. Previous funds were allocated in Contracted Services and Materials and Supplies. The Special Events line item appears to reflect an increase; however, it is showing existing expenses in addition to new funds approved in FY2019.

Budget Reductions

The parks and recreation department recognizes that there will be an overall salaries savings of \$5,700. Staff worked with Finance to account for decreases from the former director's salary to the new director salary.

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]	Note
STADIUM:										
ELECTRICITY	14,757	12,673	7,818	11,749	9,000	12,000	12,302	10,000	27.9%	
WATER/SEWER	27,542	32,071	28,999	29,537	30,400	30,500	31,269	31,250	7.8%	
BLDG & GROUNDS MAINTENANCE	4,512	2,929	3,284	3,575	3,500	3,600	3,691	3,675	11.9%	
MATERIALS AND SUPPLIES	4,306	3,056	4,206	3,856	3,900	4,000	4,101	4,100	-2.5%	
INSURANCE & BONDS	1,225	1,182	1,363	1,257	1,417	1,500	1,538	1,525	11.9%	
Totals	52,342	51,911	45,669	49,974	48,217	51,600	52,900	50,550	10.69%	

Memo



To: Joe Moore II, PE, Town Manager
CC: Board of Commissioners
From: Chris D. Ray, Public Works Director
Date: January 31, 2019
Re: Stadium Operations: A year ahead (FY2020)

In the Coming Year Ahead...

What we'll do:

This memo outlines “What We Will Do” in the coming year ahead in the Stadium Department of Zebulon Public Works, presented in a line item format. A brief description of each currently funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Departmental Purpose – To effectively maintain the 8.5 acre, gravel, 1,250-parking space lot on the Hwy 264 A side, plus the 4.9 acre, gravel, 750-parking spaces lot on the Hwy 39 side for 70 games and special events at the stadium. We maintain the 21 light poles with 84 LED lighting fixtures. The department is responsible for paying the water, sewer, and reclaimed bills for the facility. Annual operating budget requested is \$52,550.



Line item Descriptions – below you will find the line item breakdown for the FY2020 stadium operating budget. We have provided a brief description of the purpose and use of each line item.

Acct. Number	Description	Purpose/use	Program Status
10-470-1300	Electricity Cost	Electrical cost for parking lot lighting	Exist

10-470-1301	Water/Sewer/Reclaimed	W/S/R cost to operate facility	Exist
10-470-1500	Bldg. and Grounds Maintenance	Maintain lighting fixtures	Exist
10-470-3300	Materials and Supplies	Purchase of stone and round-up and equipment	Exist
10-470-5400	Facility Insurance Cost	Town share of insurance cost with County	Exist

Line Item Increases Analysis:

No changes have been recommend above CPI and overall budget increased by \$950.00 to the requested amount of \$52,550.

Financial Analysis:

No financial analysis has been completed since no program changes have been requested.

Policy Analysis:

No Policy analysis has been completed since no program changes have been requested.

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016- 2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]	Note
BUILDINGS & GROUNDS:										
SALARIES	31,137	104,761	113,549	83,149	119,000	120,000	123,024	131,000	15.4%	Exist - January 2020- Jarret to Equip II
PART-TIME SALARIES	16,938	6,448	5,502	9,629	8,000	8,000	8,202	8,200	49.0%	
PROFESSIONAL SERVICES	6,845	23,535	17,970	16,116	28,500	29,000	29,731	35,000	94.8%	Exist - onetime expense - Greenway Specs
FICA	3,621	8,287	8,887	6,932	9,800	9,900	10,149	10,850	22.1%	
GROUP INSURANCE	5,375	16,173	16,645	12,731	16,600	18,000	18,454	18,700	12.3%	
RETIREMENT	3,553	12,826	14,135	10,171	15,250	15,400	15,788	18,350	29.8%	
POSTAGE	93	232	140	155	150	200	205	200	43.1%	
CELL PHONES	862	1,685	1,716	1,421	1,350	1,350	1,384	2,130	24.1%	Expanded - Cell Phone Policy
TELEPHONE SERVICE	38,496	0	0	12,832	0	0	0		#DIV/0!	
ELECTRICITY	28,104	27,134	27,333	27,524	28,000	30,000	30,756	30,750	12.5%	
WATER/SEWER	7,958	9,272	9,334	8,855	8,300	9,500	9,739	9,700	3.9%	
WAKELON UTILITIES	56,827	51,639	56,254	54,907	60,000	55,000	56,386	56,350	0.2%	
TRAVEL/TRAINING	450	1,877	1,296	1,207	1,750	2,500	2,563	2,550	96.8%	
BLDGS & GROUNDS MAINTENANCE	25,725	21,867	33,699	27,097	30,000	32,735	33,560	33,550	-0.4%	
NUISANCE ABATEMENTS	0	26	59	28	500	1,000	1,025	1,000	1606.8%	
HWY 64 BEAUTIFICATION	1,250	2,000	1,600	1,617	1,650	1,700	1,743	1,725	7.8%	
ZMC MAINTENANCE	76,862	76,949	79,458	77,756	83,000	84,500	86,629	86,600	9.0%	
ZCC/MAINT BLDG MAINTENANCE	29,968	31,360	41,044	34,124	27,500	33,250	34,088	34,050	-17.0%	
COMMUNITY PARK FACILITY REPAIRS	0	0	0	0	30,000	30,000	30,756	0	#DIV/0!	
EQUIPMENT MAINTENANCE	9,155	11,790	9,810	10,252	9,500	10,000	10,252	10,250	4.5%	
MOWING EQUIP MAINTENANCE	4,240	5,090	6,167	5,166	5,600	5,625	5,767	5,750	-6.8%	
VEHICLE MAINTENANCE	6,502	3,720	3,619	4,614	3,700	4,000	4,101	4,100	13.3%	
FUEL EXPENSE	4,861	5,048	6,074	5,328	6,000	7,050	7,228	7,225	18.9%	
MATERIALS & SUPPLIES	10,687	9,019	13,725	11,144	11,200	12,250	12,559	12,550	-8.6%	
TREE CITY USA	745	1,420	1,495	1,220	1,100	1,500	1,538	1,525	2.0%	
JANITORIAL MATERIALS & SUPPLIES	4,184	2,081	2,427	2,898	2,050	2,050	2,102	3,050	25.7%	Enhanced Service
GREENWAYS PROMOTIONAL PRINTING/LITERATURE	0	1,549	2,388	1,313	2,000	2,500	2,563	2,500	4.7%	
DAFFODIL DAYS	0	0	0	0	1,424	1,025	1,051	1,050	#DIV/0!	
UNIFORMS	696	1,799	1,819	1,438	1,850	1,850	1,897	1,900	4.5%	
CONTRACTED SERVICES/JANITORIAL	8,820	36,006	39,074	27,967	38,200	43,000	44,084	85,000	117.5%	Expanded Service Scope
INSURANCE & BONDS	12,524	12,774	10,665	11,988	8,266	13,500	13,840	13,825	29.6%	
MISCELLANEOUS	487	444	394	442	475	500	513	500	26.8%	
Totals	396,965	486,811	526,280	470,019	560,715	586,885	601,675	629,930	7.3%	

Memo



To: Joe Moore II, PE, Town Manager
CC: Board of Commissioners
From: Chris D. Ray, Public Works Director
Date: February 1, 2019
Re: Year in Review (FY 2018)

The Year in Review: FY 2018

What we do:

The Zebulon Public Works Department consist of six-operational departments: Stadium, Building and Grounds, Streets, Powell Bill, Sanitation, and Stormwater.

Basically, these departments work to accomplish three basic goals or tasks:

- ❖ We **Protect Assets** such as roadways, facilities, and grounds by performing regular maintenance and repair.
- ❖ We **Protect Quality of Life** by collecting yardwaste, leaves, bulky waste, trash, & recycling, in addition to street rehabilitation, and snow removal operations.
- ❖ We **Protect the Environment** by sweeping streets, maintaining the stormwater drainage system, and promoting the construction of Greenways.

What we did:

During FY2018, the Zebulon Public Works Department successfully completed the three goals/tasks mentioned above:

Protect Assets:

- ❖ Maintained 20.29 miles of streets.
- ❖ Managed over 78,000 SF of buildings and structures.
- ❖ Maintained over 80 acres of landscaping.

Protect Quality of Life:

- ❖ Managed/oversaw the collection of 1,851 tons of trash.
- ❖ Managed/oversaw the collection of 270 tons of recycling.

- ❖ Collected 8250 CY or 1650 tons of leaves and yard-waste.
- ❖ Completed snow removal and brine operations to make Zebulon safe for emergency vehicles, businesses, and residents.
- ❖ Participated in Community Events such as Relay for Life, Christmas Parade, Tree Lighting event, May Day in Zebulon plus Daffodil Days.

Protect the Environment:

- ❖ Staff completed 215 hours of sweeping of Town and NCDOT streets.
- ❖ Sweeping Program collected 412 CY or 11 tandem dump trucks or debris.
- ❖ Staff maintained 10.7 miles of storm drain pipe, 4.12 miles of ditches and 617 stormwater structures.
- ❖ Designed and permitted 1.2 miles of greenway trail alongside Beaverdam Creek between Taryn Meadows and Weavers Pond communities.
- ❖ Applied for two grants to assist with greenway construction costs.

How we did:

It is difficult to quantify the effectiveness of Public Works Services as many items are not quantifiable. Listed below are some statistics and initiatives from FY 2018:

Protect Assets

- ❖ Through proactive construction inspection services of new residential and commercial development, the town accepted .85 miles of new streets and 2.1 miles of new storm drainage infrastructure.
- ❖ Installed at Town Hall a permanent generator and an automatic transfer switch to ensure continuous power to facility operations and systems.
- ❖ Energy savings recognized of \$4,819 at Five County Stadium parking lot from LED lighting upgrades, a 47% decrease from previous year. The payback period is a little under four and half years.
- ❖ Invested \$386,171 in street paving and street preservation techniques to town streets ensuring Zebulon maintain a reputation of quality roadway system.
- ❖ Completed the 65% design and construction drawings for the N. Arendell Ave Access and Operational Improvements Project.

Protect Quality of Life:

- ❖ Held Annual Community Recycle Day on April 7, 2018 at Town Hall. Over 93 visitors on a rainy day showed up to drop off goods for recycling. Since 2011, we have collected over 21,000 lbs. of electronic equipment including TV, stereos, printers, and computers.
- ❖ The brine and snow removal operations' success can be credited for the lack of vehicle accidents due to poor winter weather roadway conditions during FY2018.

- ❖ Through the annual mulch give-away program we distributed approximately 3000 cubic yards of mulch.
- ❖ Distributed the 1st edition "Resident Guide to Public Works Services".

Protect the Environment:

- ❖ We were awarded \$90,230 in grant proceeds from NC Parks and Recreation Trust Fund for Beaverdam Creek Greenway. This is the second grant award for the project.
- ❖ Applied for a construction grant from Capital Area Metropolitan Planning Organization for greenway construction.
- ❖ Completed the design of the W. Sycamore and N. Arendell Ave drainage project.
- ❖ Completed drainage ditch improvements at Taryn Meadows subdivision.
- ❖ Cleaned approximately 3,000 LF of storm drainage lines.
- ❖ Assisted the Zebulon Fire Department with two fuel containment incidents due to vehicle accidents.

Memo



To: Joe Moore II, PE, Town Manager

CC: Board of Commissioners

From: Chris D. Ray, Public Works Director

Date: February 1, 2019

Re: Building and Ground Operations: A year ahead (FY2020)

In the Coming Year Ahead...

What we'll do:

This memo outlines "What We Will Do" in the coming year ahead in the Building and Grounds Department of Zebulon Public Works, presented in a line item format. A brief description of each currently funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Departmental Purpose – To maintain and compete capital renovations to the Town Facilities. Currently the department maintains over 78,000 SF of facilities and structures plus 80 acres of landscaped grounds. Included in facilities management is the maintenance of park structures such as picnic shelters, restrooms, score boards, ballfield lighting, concession stands, plus gravel roadways and parking lots. The department manages preventative maintenance contracts for HVAC and associated controls, electrical, fire alarms, fire pumps, sewer lift station, elevator, janitorial, and pest control contracts.



Line item Descriptions – below you will find the line item breakdown for FY2020 Buildings and Grounds operating budget. We have provided a brief description of the purpose and use of each line item

Acct. Number	Description	Purpose/use	Program Status
10-500-0200	Salaries	3- full time positions	Exist
10-500-0300	PT Salaries	Part-time employee salaries	Exist
10-500-0400*	Professional Services	Contracted Engineering Support Services	Enhanced
10-500-0500	FICA	Social Security and Medicare insurance	Exist
10-500-0600	Group Insurance	Health, Dental and Life insurance	Exist
10-500-0700	Retirement	401K and LGRS	Exist
10-500-1100	Postage	Mailing and Shipping	Exist
10-500-1101*	Cell Phones	Cell phone allowance per plan/ mobile data for iPad/computers	Enhanced – see cell phone policy amendment
10-500-1300	Electricity	Electrical, Natural Gas and propane for facilities	Exist
10-500-1301	Water and Sewer	Water and Sewer for facilities	Exist
10-500-1302	Wakelon Utilities	Water, Sewer, Reclaimed, and Natural Gas for Police and Town Hall	Exist
10-500-1400	Travel and Training	Employee training cost, training materials, travel, meals and lodging	Exist
10-500-1500	Bldgs. and Grounds Maintenance	Facilities Maintenance for Public Works, Parks, and Downtown	Exist
10-500-1501	Nuisance Abatement	Abatement Expenses	Exist
10-500-1502	Hwy 64 Beautification	Mulch for landscape islands	Exist

10-500-1503	ZMC Maintenance	Facilities Maintenance for Police and Town Hall	Exist
10-500-1504	ZCC/Maintenance Bldg. Maintenance	Facilities Maintenance for Community Center and Maintenance Bldg.	Exist
10-500-1505	Community Park Facility Repairs	Capital Maintenance Requests – from Capital Budget	
10-500-1600	Equipment Maintenance	Equipment Maintenance not associated with Community Center or ZMC	Exist
10-500-1601	Mowing Equip. Maintenance	Mowers, weed-eaters and other 2 and 4-cycle equipment repairs	Exist
10-500-1700	Vehicle Maintenance	Vehicle Maintenance, Supplies and testing cost	Exist
10-500-3100	Fuel Expense	Vehicle and Equipment fuel	Exist
10-500-3300	Materials and Supplies	Materials, equipment, supplies, and etc. for department	Exist
10-500-3301	Tree City USA	Supplies of planting and event	Exist
10-500-3302*	Janitorial Materials and Supply	Toilet paper, trash bags, vacuum cleaners, hand soap and facilities deodorizers	Enhanced
10-500-3303	Greenways promotional printing and literature	Promotional literature and printing, swag items	Exist
10-500-3304	Daffodil Days	Beatification Project	Exist
10-500-3600	Uniforms	Uniforms, safety shoes	Exist
10-500-4500*	Contracted Janitorial Service	Town Hall, Police, Police Substation, Community Center and Public Works janitorial	Enhanced

		contract	
10-500-5400	Insurance and Bonds	Property and Vehicle Insurance, Workman Comp.	Exist
10-500-5700	Miscellaneous	Awards, Events, and other not mention above	Exist

Line Item Increases Analysis:

- ❖ 10-500-0400- Professional Services
- ❖ 10-500-4500- Janitorial Contract Services
- ❖ 10-500-3302-Janitorial Materials and Supplies

Financial Analysis:

Professional Services increase for Greenway Design Standards - \$6,000 additional

The Town of Zebulon adopted a Greenway Master Plan on October 5, 2015. The greenway masterplan is a guide for future greenway trails and pedestrian improvements throughout town. The plan does not provide detailed construction standards or specifications to construct trails, bridges, broad walk, trail heads, intersections or other amenities. Design standards and guidelines will assist the Town of Zebulon in the planning, design and engineering of greenway trail facilities. The document will serve as a guide to help town staff and development consultants (Landscape Architects and Engineers) select appropriate facilities or treatments for a project scope on existing and/or proposed greenway trails.

Currently, staff is struggling with design issues with development engineers. In a recent example, staff requested landscaping and fencing to create a buffer between a trail head connection and new homes. The developer's engineer pushed back, asking where this installation was a requirement not a preference. An adopted design manual would provide the support to ensure necessary amenities are built.

Janitorial Contract Services – Increase cleaning hours and days- \$ 42,000 additional

The current contracted janitorial service for Town Facilities lacks the funding level resources to meet the expectations of the town staff, contractor and facility visitors. The lack of resource allotment has caused a strained relationship between the contractor, and the town. Basically, the current contract does not invest sufficient number of hours to effectively clean town buildings.

A classic example is Town Hall, which is allotted 2.5 hours of cleaning on four days a week. Town Hall has approximately 16,000 sq. ft. of carpet/hard wood floors that are expected to be vacuumed nightly, plus emptying trash in all the suites, cleaning five restrooms, cleaning glass entry doors, cleaning water coolers and cleaning the breakroom. It's not reasonable to expect this volume of work to be effectively cleaned within 2.5 hours.

Current Cleaning Schedule/Cost:

Location	Weekly Service Days	# of cleaners	Bldg. Sq. Footage	Hours per day	Monthly Cost	Annual Cost

Town Hall	4	1	16,000	2.5	\$722.24	\$8,666.88
Police Station	4	1	15,000	2.5	\$722.08	\$8,664.96
Community Center	3	1	15,000	4	819.00	\$9,828.00
Public Works	4	1	2,420	2.5	\$722.08	\$8,664.96
Police Substation	Bi-weekly	1	1,000	1	\$86.67	1,040.00
All restrooms	Qrtly. Kiavac	1	All restrooms			\$1,540.00
Floors	Annually					\$2,400.00
Spring Cleaning at Town Hall	Annually	1	16,000			1500.00
Casework @ TH	Quarterly	1				\$136.00
Totals					\$3,072.07	\$42,440.80

Existing Annual Budget Amount - \$43,000.00

Proposed Cleaning Schedule:

Location	Weekly Service Days	# of cleaners	Bldg. Sq. Footage	Hours per day	Monthly Cost	Annual Cost
Town Hall	5	1	16,000	4	\$1,657.55	\$19,890.64
Police Station	5	1	15,000	3.	\$1,326.04	\$15,912.51
Community Center	6	1	15,000	4	1,922.76	\$23,073.14
Public Works	4	1	2,420	2.5	\$1,326.04	\$15,912.51
Police Substation	Bi-weekly	1	1,000	1	\$86.67	1,040.00
All restrooms	Qrtly. Kiavac	1	All restrooms			\$1,540.00
Floors	Annually					\$3,200.00
Spring Cleaning at Town Hall	Annually	1	16,000			\$1,500.00
Casework @ TH	Quarterly	1				\$136.00
Special Cleaning after events						2,500.00

Totals					\$3,072.07	\$84,704.80
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Recommended budget amount - \$85,000

We plan to put the contract out to bid in March for a new contractor of this year to start July 1st.

As we have invested in asset management for HVAC, generators, fire alarms and other building systems through preventative maintenance contracts, we need to invest in cleaning our facilities as a means to protect the building infrastructure. We get one chance to make a first impression with visitors to our buildings and visitors have a reasonable expectation of clean restrooms and public spaces. By investing in a cleaning program, we are effectively extending the useful life of the assets (flooring, equipment) and reducing/delaying future capital replacement costs.

Janitorial Materials and Supply – additional \$1,500

The current contracted janitorial service for town facilities does not provide for paper towels, toilet paper, trash bags, hand soap, vacuum cleaners supplies, facilities deodorizers and other spot cleaners. During FY 2018 an additional \$450 had to be transferred to this line item and as of January 2019 we have spent approximately 75% of budgeted funds to maintain minimum levels of supplies for facilities. We would like to expand our restroom deodorizer program for more regular change out plus provide anti-bacterial lotion soap stations for visitors to our major facilities.

Policy Analysis:

Professional Services increase for Greenway Design Standards

The development of Greenway Design Standards is consistent with the Town’s 2030 strategic focus areas of “Small Town Life” and “Growing Smart”. This plan supports the “small town life” by developing of community gathering places and increasing the walkability of the community through well-designed greenway infrastructure. The design standard manual will ensure that greenways will be safe, well-constructed, and built for minimal future maintenance in an effort to preserve the affordability of our community

Janitorial Contract Services – Increase cleaning hours and days

Janitorial Materials and Supply – increase in supplies

Zebulon Comprehensive Plan’s goal is to “maintain public facilities and community services in order to provide the highest level of service, accessibility, and multifunctional use opportunities.” Additionally, a policy within the plan looks to ensure facilities are maintained in a manner which supports the provision of the highest quality level of service (page 71).

The increase in service levels is consistent with providing clean and attractive gathering places for the community and designation for visitors. The increase service level supports the vision of vibrant, small town that preserves our heritage of the Zebulon Armory (Community Center) and Wakelon School (Town Hall).

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]		Note
								FY 2020 Requested	%	
STREETS AND HIGHWAYS:										
SALARIES	61,410	127,407	132,691	107,169	171,400	174,000	178,385	253,100	90.7%	
PROFESSIONAL SERVICES	16,957	14,709	15,965	15,877	17,500	20,000	20,504	20,500	28.4%	
FICA	4,998	9,378	9,838	8,071	13,200	13,250	13,584	19,700	100.3%	
GROUP INSURANCE	11,497	20,382	17,156	16,345	21,600	28,500	29,218	31,100	81.3%	
RETIREMENT	7,307	15,603	16,547	13,152	21,950	22,250	22,811	35,450	114.2%	
POSTAGE/TELEPHONE	103	224	232	187	250	400	410	400	72.3%	
CELL PHONES	850	1,452	1,854	1,385	2,660	2,800	2,871	4,100	121.2%	Expanded -cell phone policy
ELECTRICITY	139,325	135,118	136,072	136,839	142,200	164,000	168,133	166,000	22.0%	
LED STREET LIGHTING CONVERSION	0	25,850	0	8,617	0	0	0	0	#DIV/0!	
TRAVEL/TRAINING	685	1,551	2,147	1,461	5,340	5,700	5,844	7,300	239.9%	
SIDEWALK/HANDICAP RAMP MAINTENANCE	0	9,885	0	3,295	9,500	10,000	10,252	10,250	#DIV/0!	
EQUIPMENT MAINTENANCE	4,678	14,577	8,521	9,259	8,800	8,900	9,124	9,125	7.1%	
VEHICLE MAINTENANCE	7,710	12,670	10,307	10,229	11,000	11,000	11,277	11,275	9.4%	
FUEL EXPENSE	3,530	6,606	8,484	6,206	9,900	9,550	9,791	9,975	17.6%	
MATERIALS & SUPPLIES	17,447	25,138	23,454	22,013	22,000	22,000	22,554	27,550	17.5%	
COMPUTERS	2,251	2,908	1,792	2,317	3,500	3,500	3,588	2,750	53.5%	
RADIOS	2,500	0	0	833	0	0	0	0	#DIV/0!	
SNOW/ICE REMOVAL SUPPLIES	0	8,254	11,901	6,718	12,000	12,100	12,405	12,400	4.2%	
UNIFORMS	1,371	1,802	2,554	1,909	4,200	4,250	4,357	5,100	99.7%	
CONTRACT SERVICES	6,669	4,022	8,997	6,562	8,100	8,200	8,407	8,400	-6.6%	
DEVELOPER REIMBURSEMENT REFUND -SIDEWALK	13,744	0	0	4,581	0	0	0	0	#DIV/0!	
INSURANCE & BONDS	6,798	11,275	14,244	10,772	18,476	23,000	23,580	23,575	65.5%	
MISCELLANEOUS	578	679	532	596	500	500	513	500	-5.9%	
Totals	310,409	449,492	423,285	394,395	504,076	543,900	557,606	658,550	55.6%	

Memo



To: Joe Moore II, PE, Town Manager
CC: Board of Commissioners
From: Chris D. Ray, Public Works Director
Date: January 31, 2019
Re: Streets: A year ahead (FY2020)

In the Coming Year Ahead...

What we'll do:

This memo outlines “What We Will Do” in the coming year ahead in the Streets Department of Zebulon Public Works, presented in a line item format. A brief description of each currently funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Departmental Purpose – To effectively maintain 23.68 miles of streets, street signage, sidewalks, and right-of-way shoulders. We are projecting to own and maintain approximately 28 miles of streets by July 2020 due to the explosive residential growth of subdivisions, especially along Old Bunn Road. During FY2019, the department added a construction inspector to assist with residential and commercial development.



Line item Descriptions – below you will find the line item breakdown for the FY2020 Streets operating budget. We have provided a brief description of the purpose and use of each line item.

<i>Acct. Number</i>	<i>Description</i>	<i>Purpose/Use</i>	<i>Program Status</i>
10-560-0200	Salaries	4- Employee Salaries	Exist
10-560-0400	Professional Services	Contracted Engineering Support	Exist

		Services	
10-560-0500	FICA	Social Security and Medicare Insurance	Exist
10-560-0600	Group Insurance	Health, Dental, and Life Insurance	Exist
10-560-0700	Retirement	401(k) and LGRS	Exist
10-560-1100	Postage	Mailing and Shipping	Exist
10-560-1101*	Cell Phones	Cell Phone Allowance Per Plan/Mobile Data for iPad/Computers	Enhanced – See Cell Phone Policy Amendment
10-560-1300	Electricity	Street Lighting	Exist
10-560-1400	Travel and Training	Employee Training Cost, Training Materials, Meals, and Lodging	Exist
10-560-1500	Sidewalk and Handicap Ramp Maintenance	Spot Repairs to Sidewalks – Major Projects Are Capital	Exist
10-560-1600	Equipment Maintenance	Equipment Maintenance, Repairs, Supplies, Plus Testing	Exist
10-560-1700	Vehicle Maintenance	Vehicle Maintenance, Supplies, and Testing Costs	Exist
10-560-3100	Fuel Expense	Vehicle and Equipment Fuel	Exist
10-560-3300	Materials and Supplies	Materials, Equipment and Supplies, etc. for Department	Exist
10-560-3301	Computers	Computers and Associated Purchases	Exist
10-560-3303	Snow and Ice Materials	Purchase of Road Salt and Ice Melt	Exist
10-560-3500	Uniforms	Uniforms, Safety Shoes	Exist
10-560-4500	Contracted Services	Repairs, Stone Hauling, Striping, etc.	Exist
10-560-5400	Insurance and Bonds	Property and Vehicle Insurance, Workman's	Exist

		Compensation	
10-560-5700	Miscellaneous	Awards, Events, and Other Items Not Mentioned Above	Exist

Line Item Increases Analysis:

No changes have been recommend above CPI expect cell phone allowances. See personnel committee recommendation on policy change.

Financial Analysis:

See personnel committee recommendation on policy change.

Policy Analysis:

No policy analysis has been completed since no program changes have been requested.

Request for New Position

Department: Public Works – Streets (560)

Current/Proposed Job Title of Position: Development Review Coordinator

Effective Date: July 1, 2019

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (_____) Hours per week

Convert Existing Part Time Position to Full Time Position

Other Describe: _____

B. Rationale

1. How is the work currently being performed?

The Public Works Director is completing tasks as time and priorities allow, and at the expense of other duties requiring his attention.

2. What are the consequences of the work being undone or not completed?

Failing to do the development review tasks will halt Zebulon's residential growth. The consequences of continuing to do the work without adequate time and resources include infrastructure issues that may be overlooked, such as cross-street drainage and excessive gutter spread. This leads to expensive construction repairs.

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)

No

4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

This position supports the "Growing Smart" focus area of the Zebulon 2030 Strategic Plan. One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community. Additional staff is needed to address the sudden influx of residential development and requests for annexation of newly developed properties. It is anticipated that the development review demands will increase for the foreseeable future.

5. Attach or list any statistics or other information relevant to your request (if any).

Please see attached charts.

6. Other: (Please specify and include justification.)

C. Needs/Issues/Problems

1. Is this a Service Level Increase - a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.

No

2. What needs/issues/problems does this request for additional staff address?

The current pace of development is greater than the Public Works Director's capacity to review plans, provide feedback to developers, and conduct site visits on top of the existing workload. There is no other staff identified with the capacity and technical capability to take on these tasks.

D. Duties:

Please attach a current job description or a proposed job description.

Please see attached proposed list of duties.

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

There are no alternatives available.

2. Is outsourcing an option?

Yes, third-party engineering assistance is available at a cost of \$90-\$200 per hour. Due to the development demands and pace of growth, there is a need for full-time assistance with development review. If outsourced, the budget range for full-time assistance would be \$187,000 - \$416,000.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?

The Public Works Department would be better able to meet the needs of developers contributing to the Town's expansion. A skilled reviewer dedicated to the development tasks would provide better plan reviews and faster responses to developer requests. This person would also allow the Town to take a proactive approach to development concerns rather than only having the capacity to react as needs arise. The Public Works Director would be able to focus on his core duties and responsibilities without the constant stream of requests and calls from Developers.

2. What performance measures will you use to measure the impact of this position?

The impact of the position will be seen and measured in plans reviewed, site visits performed, and completed development tasks.

3. How do these compare to measures if the position is not recommended or approved?

Without the new staff, it is anticipated that the department will eventually not be able to meet the needs of developers in a timely manner due to the anticipated increase in concurrent developments under review. In addition, other aspects of the Public Works Department's responsibilities may show signs of strain as the Director's focus is split between competing priorities.

4. How do these compare with previous years measures?

The current rate of growth and number of concurrent developments under review is unprecedented in Zebulon.

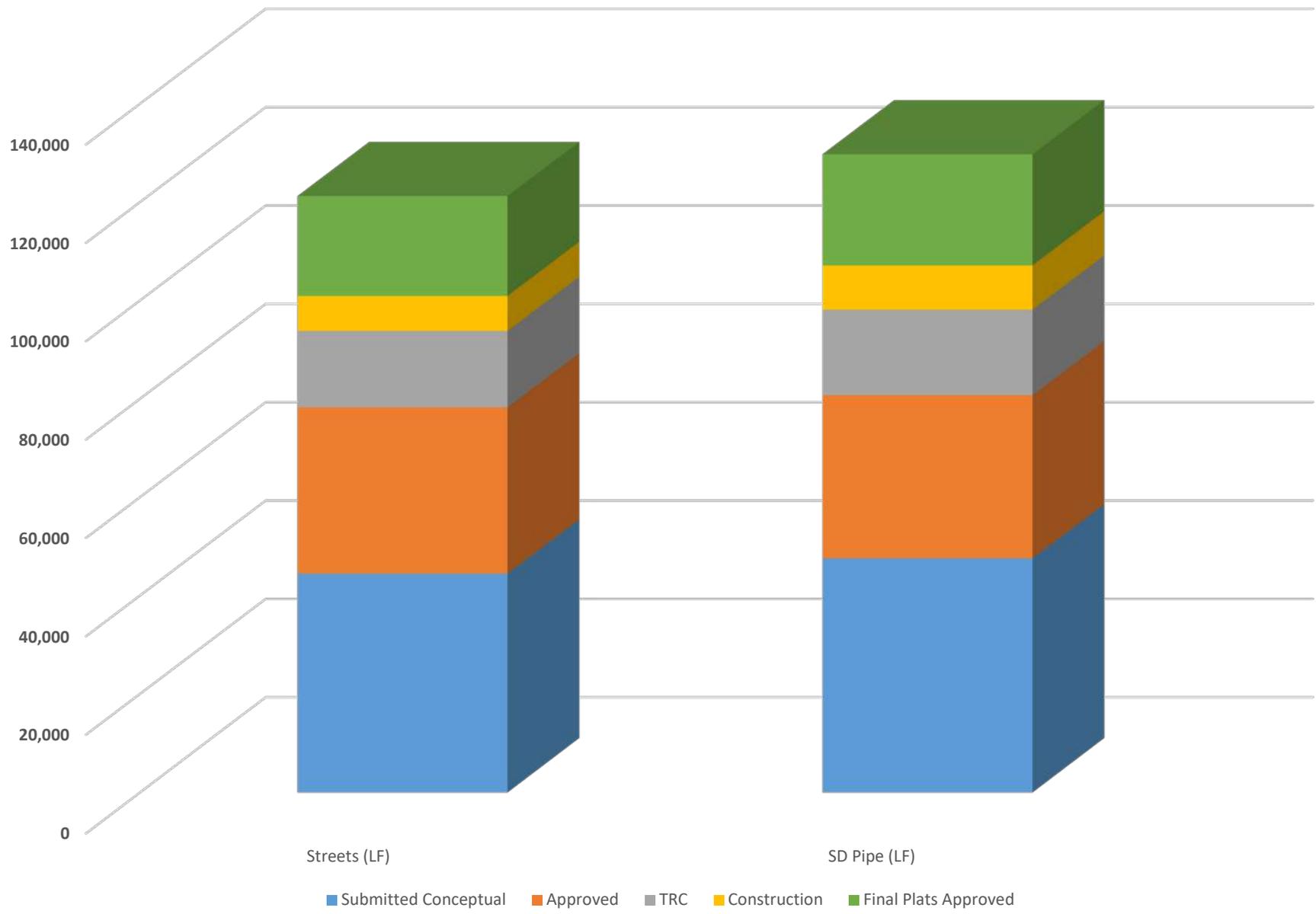
3. How will the work be performed if the new position is not approved?

The Director will continue to complete all priority tasks on time. However, those tasks may not be completed at the level of quality that would be possible with the position. There will be higher potential for mistakes and missed items due to a lack of adequate time for any given task. Developers may also be frustrated by the amount of time required by the Director to provide feedback and comments, which could lead to negative public image. Low-priority tasks and those without deadlines may not be completed until the development review burden is shifted off the Director's desk.

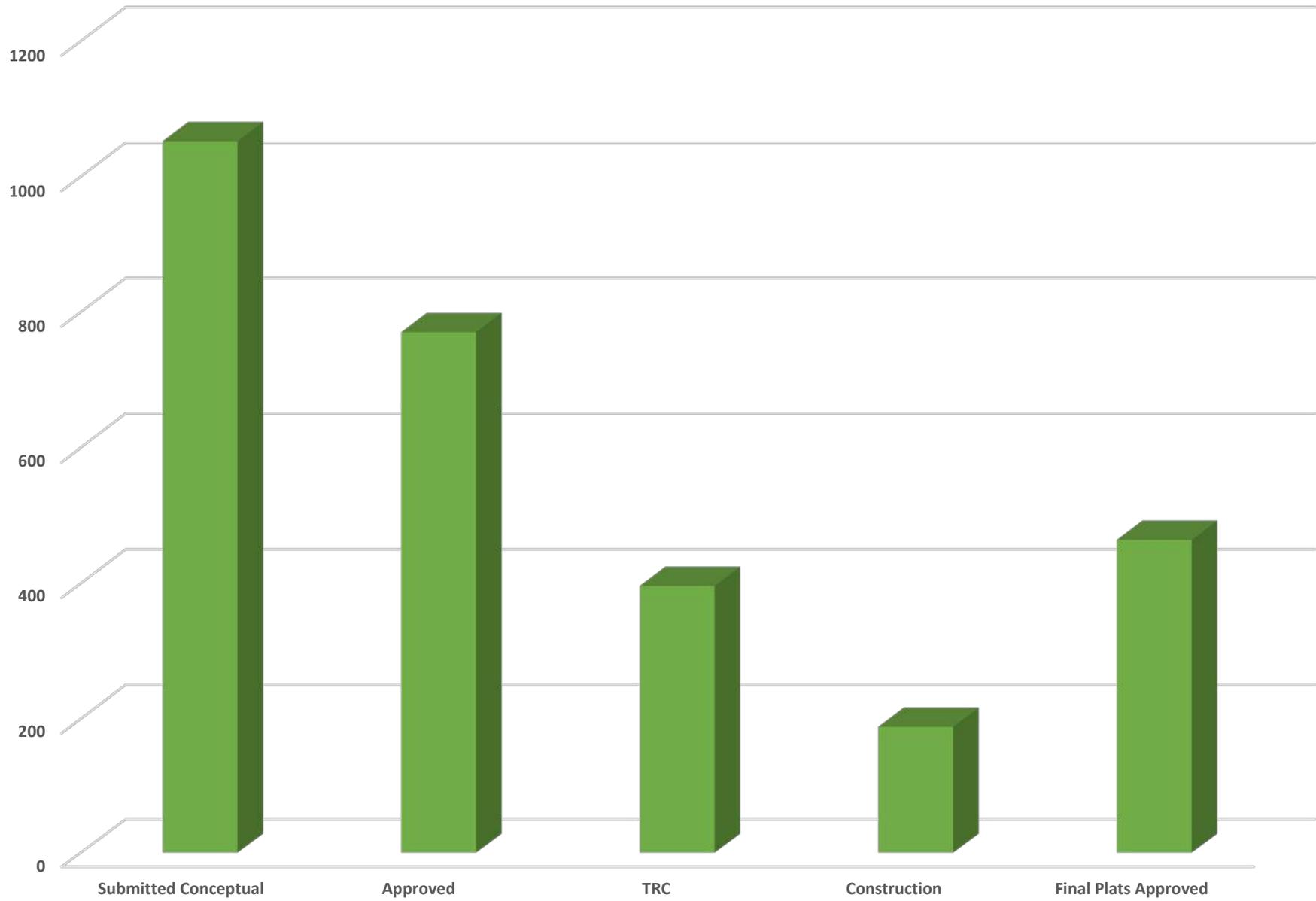
Residential Development by Stage and Number of Homes



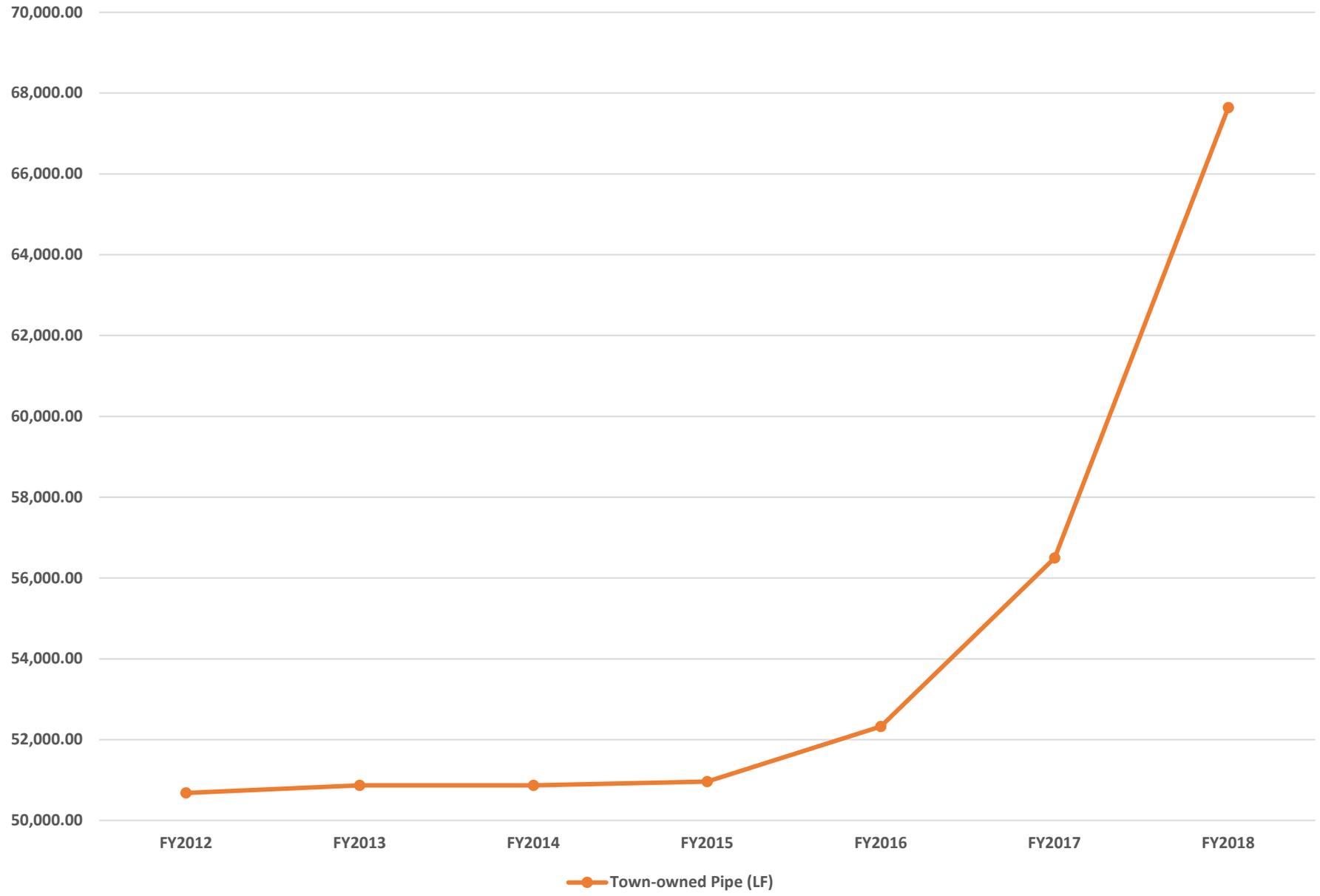
Streets and Storm Drain Pipe by Development Stage



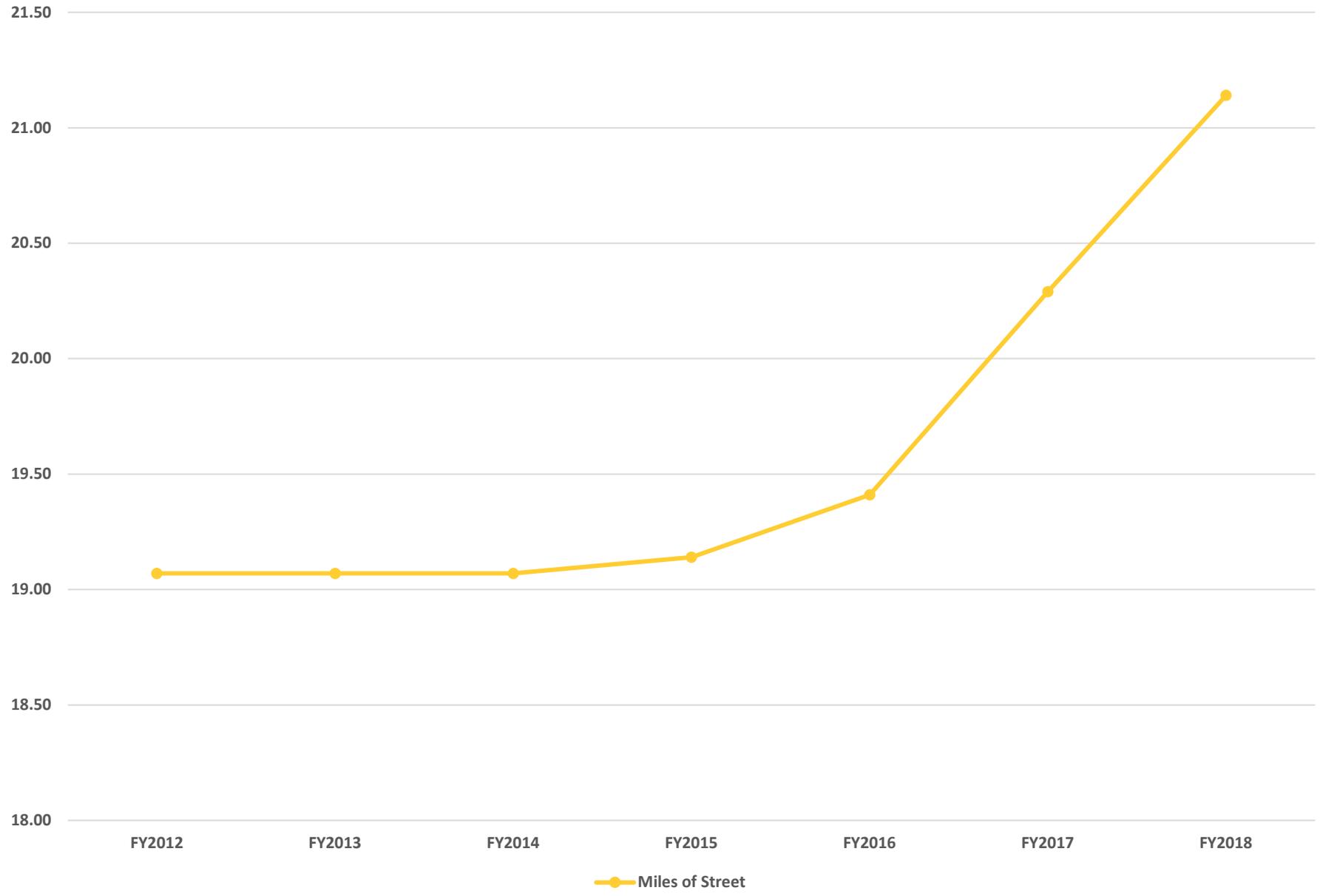
Number of Homes by Development Stage



Town-Owned Drainage Pipe (LF)



Miles of Street



Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget	Note
									[Comparison of FY 2020 Requested to FY 2018 Actuals]	
POWELL BILL:										
SALARIES	54,539	0	0	18,180		0	0	0	0.00%	
PART TIME SALARIES	0	0	0	0		0	0	0	0.00%	
PROFESSIONAL SERVICES	0	-1,532	1,000	-177	1,294	27,000	27,680	27,650	2665.00%	
FICA	3,850	0	0	1,283		0	0	0	0.00%	
GROUP INSURANCE	5,375	0	0	1,792		0	0	0	0.00%	
RETIREMENT	6,424	0	0	2,141		0	0	0	0.00%	
CELL PHONE	600	0	0	200		0	0	0	0.00%	
TRAVEL/TRAINING	375	0	0	125		0	0	0	0.00%	
STREET MAINTENANCE	0	0	0	0		0	0	0	0.00%	
EQUIPMENT MAINTENANCE	6,212	0	0	2,071		0	0	0	0.00%	
VEHICLE MAINTENANCE	3,762	0	0	1,254		0	0	0	0.00%	
FUEL EXPENSE	2,090	0	0	697		0	0	0	0.00%	
MATERIALS & SUPPLIES	6,327	0	0	2,109		0	0	0	0.00%	
SNOW/ICE MATERIALS	7,875	0	0	2,625		0	0	0	0.00%	
UNIFORMS	620	0	0	207		0	0	0	0.00%	
CONTRACTED SERVICES	8,601	0	0	2,867		0	0	0	0.00%	
INSURANCE	2,222	0	0	741		0	0	0	0.00%	
Totals	108,871	-1,532	1,000	36,113	1,294	27,000	27,680	27,650	2665.0%	

Memo



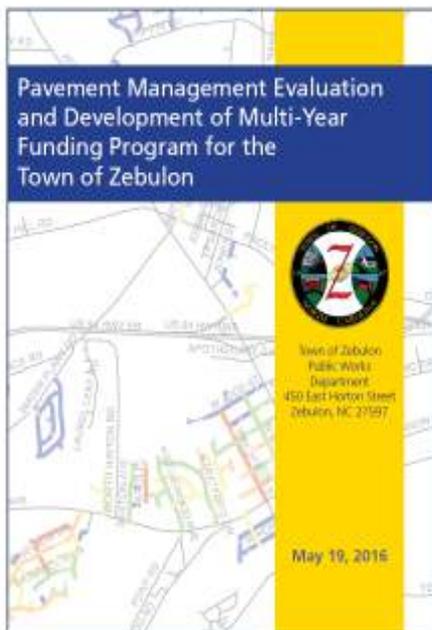
To: Joe Moore II, PE, Town Manager
CC: Board of Commissioners
From: Chris D. Ray, Public Works Director
Date: January 31, 2019
Re: Powell Bill: A year ahead (FY2020)

In the Coming Year Ahead...

What we'll do:

This memo outlines “What We Will Do” in the coming year ahead in the Powell Bill Department of Zebulon Public Works, presented in a line item format. A brief description of each currently funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Departmental Purpose – Annually, the department collects approximately \$125,000 dollars in Powell Bill revenue generated by the gas tax. Under the current model, 75% of revenue is population-based, and 25% of revenue is based on miles of roadway. Currently, we collect \$1,960 per person and \$1,609.84 per mile of street. All Powell Bill dollars are directed toward paving, annual reporting, and transportation engineering support and studies. The projected Powell Bill revenue - less operating costs estimated at \$102,000 - will be put in Capital Reserve for a FY2021 Paving Plan Project.



Line item Descriptions – below you will find the line item breakdown for the FY2020 Streets operating budget. We have provided a brief description of the purpose and use of each line item.

<i>Acct. Number</i>	<i>Description</i>	<i>Purpose/use</i>	<i>Program Status</i>
10-570-0400	Professional Services	Contracted Engineering Support Services	Exist

Line Item Increases Analysis:

No changes have been recommend above CPI.

Financial Analysis:

No policy analysis has been completed since no program changes have been requested.

Policy Analysis:

No policy analysis has been completed since no program changes have been requested.

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase (2.52%)	FY 2020 Requested	% Increase (Decrease) in Budget	Note
SANITATION:										
SALARIES	254,431	249,092	261,603	255,042	277,700	283,400	290,542	288,500	10.3%	
PT Time Salaries								12,500		PT Employee Request
FICA	18,899	18,558	19,590	19,015	21,500	21,950	22,503	23,400	19.5%	
GROUP INSURANCE	26,886	26,550	28,110	27,182	28,400	30,000	30,756	31,100	10.6%	
RETIREMENT	29,677	30,465	32,622	30,921	35,550	36,250	37,164	40,400	23.8%	
POSTAGE	22	344	619	328	400	400	410	400	-35.3%	
CELL PHONES	2,411	2,263	2,749	2,474	3,000	3,150	3,229	4,775	73.7%	Enhanced - Cell Phone Policy
TRAVEL/TRAINING	1,829	2,731	3,246	2,602	3,750	4,000	4,101	4,100	26.3%	
EQUIPMENT MAINTENANCE	12,148	9,503	11,926	11,193	12,500	12,850	13,174	13,175	10.5%	
VEHICLE MAINTENANCE	16,523	24,153	18,396	19,691	18,500	18,950	19,428	19,425	5.6%	
FUEL EXPENSE	7,284	11,412	11,822	10,173	14,800	15,000	15,378	15,375	30.1%	
MATERIALS & SUPPLIES	14,111	14,891	11,707	13,570	15,500	16,000	16,403	16,400	40.1%	
COMPUTERS	0	2,338	0	779	800	800	820	0	#DIV/0!	
RADIOS	2,475	0	0	825	0	0	0	0	#DIV/0!	
PRINTING/COPYING	2,011	3,497	3,707	3,072	3,100	3,100	3,178	3,175	-14.3%	
PRINTING (PW SERVICE BROCHURES)	0	0	0	0	2,000	2,000	2,050	2,050	#DIV/0!	
PRINTING (TRASH/RECYCLE STICKERS)	0	0	0	0	1,000	1,000	1,025	1,025	#DIV/0!	
Printing (Trash Carts Decal)								8,500		New Service
UNIFORMS	2,835	2,800	2,727	2,787	3,300	3,350	3,434	4,175	53.1%	Enhanced - PT Position
HAZARDOUS WASTE DAY	1,463	1,211	1,640	1,438	1,800	1,850	1,897	1,900	15.8%	
CONTRACT SVCS-SOLID WASTE	332,403	351,418	364,585	349,469	385,000	390,000	399,828	446,000	22.3%	Current Service Level w/ add'l cust.
CONTRACT SVC-TUB GRINDING	36,150	45,638	38,656	40,148	47,500	49,100	50,337	50,325	30.2%	
CONTRACT SVC - RALEIGH	5,723	5,825	5,969	5,839	6,250	6,700	6,869	6,850	14.8%	
CONTRACT SVC-GPS (VEHICLES)	0	0	0	0	2,500	2,500	2,563	2,550	#DIV/0!	
INSURANCE & BONDS	41,340	42,106	38,946	40,797	32,209	45,000	46,134	46,130	18.4%	
MISCELLANEOUS	497	502	486	495	565	500	513	500	2.9%	
Totals	809,120	845,297	859,104	837,840	917,624	947,850	971,736	1,042,730	21.4%	

Memo



To: Joe Moore II, PE, Town Manager

CC: Board of Commissioners

From: Chris D. Ray, Public Works Director

Date: March 16, 2019

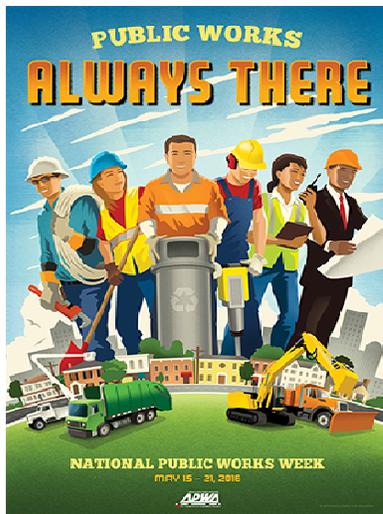
Re: Sanitation: A year ahead (FY2020) (Revised)

In the Coming Year Ahead...

What we'll do:

This memo outlines “What We Will Do” in the coming year ahead in the Sanitation Department of Zebulon Public Works, presented in a line item format. A brief description of each currently funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Departmental Purpose – To provide high level of exceptional service to our 2,240 customers by collecting yardwaste, leaves, bulky waste, trash, and recycling. The commitment to service is seen by our record of successful collection of yard waste and leaves for over 20 years. Every week, regardless of the weather, equipment failures, holidays, or sickness, we have always completed the collection schedule. Staff prescribes the “Always There” motto when it comes to service. Trash and recycle service is contracted out to Waste Industries.



Line item Descriptions – below you will find the line item breakdown for the FY2020 Sanitation operating budget. We have provided a brief description of the purpose and use of each line item.

Acct. Number	Description	Purpose/Use	Program Status
10-580-0200	Salaries	5- Full Time Positions	Exist
10-580-0200	PT -Salaries	19.5 Hour Customer Service Tech.	New Service- See Request For New Position
10-580-0500	FICA	Social Security and Medicare Insurance	Exist
10-580-0600	Group Insurance	Health, Dental, and Life Insurance	Exist
10-580-0700	Retirement	401(K) and LGRS	Exist
10-580-1100	Postage	Mailing and Shipping	Exist
10-580-1101*	Cell Phones	Cell Phone Allowance Per Plan/Mobile Data For iPad/Computers	Enhanced – See Cell Phone Policy Amendment
10-580-1400	Travel and Training	Employee Training Cost, Training Materials, Meals, and Lodging	Exist
10-580-1600	Equipment Maintenance	Equipment Maintenance, Repairs, Supplies, Plus Testing	Exist
10-580-1700	Vehicle Maintenance	Vehicle Maintenance, Supplies and Testing Cost	Exist
10-580-3100	Fuel Expense	Vehicle and Equipment Fuel/Purchase Townwide	Exist
10-580-3300	Materials and Supplies	Materials, Equipment, and Supplies, Etc. For Department	Exist
10-580-3301	Computers	Computer and Associated Purchases	Exist
10-580-3303	Printing and Copying	Copier Lease/ Dept. Printing	Exist
10-580-3304	Printing – PW	<i>Residents Guide To</i>	Exist

	Brochures	<i>PW Services Brochure</i>	
10-580-3305	Print – Trash Stickers	Printing Trash Cart Stickers	Exist
10-580-3600*	Printing – Trash Cart Decals	Printing of Trash Cart Decals	New Service
10-580-3500	Uniforms	Uniforms, Safety Shoes	Exist
10-580-3600	Hazardous Waste Day	Disposal Cost, Printing and Advertising	Exist
10-580-4500*	Contracted Services	Waste Industries Contract	Exist-New Customers
10-580-4501	Contract Services – Tub Grinding	Yardwaste Grinding, Equipment Rental, and Site Repairs	Exist
10-580-4502	Contract Services - Raleigh	City of Raleigh Billing Fee For Trash (\$0.25 Per Bill)	Exist
10-580-4504	Contract Services - GPS	Fees For GPS Service On 5 Vehicles	Exist
10-580-5400	Insurance and Bonds	Property and Vehicle Insurance, Workman's Compensation	Exist
10-580-5700	Miscellaneous	Awards, Events, and Other Items Not Mention Above	Exist

Line Item Increases Analysis:

- ❖ 10-580-1101 – Cell Phones – See Personnel Committee recommendation
- ❖ 10-580-3600 – Printing -Trash Cart Decals
- ❖ 10-580-4500 – Contracted Services – Waste Industries

Financial Analysis:

Printing Services increase for Trash Cart Decals - \$8,500 additional

The *Public Works Service* brochure published over the last two years has been a great tool for our residents in regards to Public Works services. We would like to build upon that success and apply a trash cart decal/infographic to the trash carts to further reinforce requirements for pick-up of trash, recycling, leaves, and yardwaste debris.



Daily we are investigating or addressing customer service issues related to missed trash pick-up due to parked cars, trash and recycle carts not returned to the house, or loose trashed spilled out during the cart dumping process. We believe this infographic will serve as a weekly reminder for residents of Town requirements, enabling better service through communication and compliance.

The initial cost of the infographic decal is \$8,500 for set-up and printing for our expected 2,250 trash customers. The decals will be constructed of a high grade 3M material that is weather- and fade-resistant, similar to our vehicle decals, and is expected to last many years. After the initial investment, we expect the cost of this program to be reduced to approximately \$1,000 annually for purchasing decals for new residents and damaged/replacement carts.

The demand for customer service will continue to grow with the growth of residential neighborhoods such as Shepard Park, Autumn Lakes, and Barrington. This past year, the Town issued 150 new residential home permits. New residents are more likely to make mistakes than other tenured residents. The decals are expected to eliminate possible confusion and reduce customer service inquiries to Town staff.

Contracted Services – Waste Industries – additional \$56,000

The existing three year contract with Waste Industries expires on June 30th, 2019. The contract provides weekly trash service and biweekly recycle services via 96 gallon carts. Last year, Waste Industries collected 1,851.19 tons of trash from Zebulon residents, plus 111.29 tons from Town dumpsters. A total of 270.89 tons of glass, plastic, newspaper, metal, cardboard, and junk mail was collected from residents and town facilities.

The world’s largest buyer of recycled materials, China, declared last summer that it would no longer import mixed paper and many types of plastic starting January 1, 2019. While companies in the Southeast US that reprocess recyclables and turn them into new products are still buying, China’s policies have created a glut of materials that has depressed prices everywhere, including the Triangle. Residential mixed paper that was worth between \$85 and \$100 a ton a year ago was earning about \$37 a ton this winter. Per Waste Industries, the market shift has led to paying for disposal of recyclable waste instead of selling it.

The market change for recycling has caused collection prices to rise to cover the decreased value of materials collected. This is reflected in the 21% increase in the cost of recycling collection services for the town.

While the recycling market has changed, it is still very important to recycle for environmental purposes. Plus it is still significantly cheaper than disposal of the goods in landfills. The proposed rate for trash collection at \$10.94 per month is 40% more than recycle collection at \$6.59 per month if collected weekly.

We expect to have approximately 2,240 residential trash customers with 2,330 recycle customers as of June 2019. We are currently experiencing approximately 10 new customers per month, and in January 2020 we expect that number to increase to 15 per month. These projections will give the Town approximately 2,390 trash customers and 2,380 recycle customers by June 2020.

We are recommending continuing with Waste Industries via a 5-year contract extension and remain existing service levels. This would allow to lock in residential rates for the next five years. By locking in the rate now, we can guard against additional shifts in the global markets

Below are the proposed Waste Industries rates and proposed garbage fee. These rates would be set for the next five years.

Service Provided	Current Rates	Bi-Weekly Recycle - 5 year contract extension	Bi-Weekly Recycle 3-Year contract extension
Trash	\$10.62	\$10.94	\$11.16
Recycle	\$3.46	\$4.18	\$4.18
City of Raleigh Billing Fee	\$0.25	\$0.25	\$0.25
Bulky Waste Collection	\$4.92	\$5.13	\$5.15
Monthly Fee	\$19.25	\$20.50	\$20.75

Recommend Term, Rates and Fee

Note: Bulky Waste collection generates approximately \$110K annually over expenses.

Note: 3year contract extension has higher unit costs.

Revenue Projections	Total Revenue per Segment
Trash Revenue	\$303,775
Recycle Revenue	\$115,585
CORPUD Billing Fee	\$6,941
Bulky Waste	\$142,434
Total Revenue	568,735

The Waste Industries contract also covers additional services listed below:

- ❖ 40 cubic yard (CY) roll off charges @ \$179.35 plus disposal fees at Wake County Landfill
- ❖ 4 CY Trash Dumpster @ Community Ctr. @ \$67.20 monthly – bi-weekly service
- ❖ 4 CY Recycle Dumpster @ Community Ctr. @ \$67.20 monthly – bi-weekly service
- ❖ 30 CY Dumpster Rental @ Recycle Center @ \$50.43 monthly

Proposed Waste Industries Contract/Budget: 10-580-4500

Location	Service	Annual Cost
Community Center	Dumpster -Trash and Recycle	\$1,615.00
Recycle Center	Metal Dumpster Rental	\$610.00
Recycle Center	Roll Offs – Bulky Waste/General Trash	\$15,540.00
Residential Service	Trash Service – 2,390 customers	\$303,775.00
Residential Service	Recycle Service -2,380 customers	\$115,585
Contingency @ 2.0%		\$8,743
Total Costs		\$445,868
Budget Amount		\$446,000

Policy Analysis:

Printing Services Increase for Trash Cart Decals - \$8,500 additional

This infographic is consistent with the Zebulon 2030 goals of growing smart by educating our new residents on Town polices and assisting with affordability of sanitation services. The more we can educate our citizens on proper procedures, the less need we'll have for customer service staff to address and solve sanitation service issues.

Contracted Services – Waste Industries – additional \$56,000

The solid waste/recycling contract complies with Town Ordinance, Chapter 95, for Garbage, Rubbish, and Weeds. Further defined under Section 95.04 requiring residential collection service provided by the Town.

The increase in the Waste Industries Contract is consistent with the goal of “Growing Smart”. As our town continues to grow, we need to maintain appropriate service levels to meet the needs of our citizens. While the recycling market has changed, and prices have risen, it is still very important to recycle for environmental reasons and limit the need for new landfills in Wake County.

The increased cost is covered by additional revenue from new residents.

Memo



To: Joe Moore II, PE, Town Manager

CC: Board of Commissioners

From: Chris D. Ray, Public Works Director

Date: March 16, 2019

Re: Sanitation – FY 2020 Budget request Detail(Revised)

In my FY2019 Budget Request, I have increased the line item beyond a CPI amount of 2.52%. This memo will provide details and justifications for these increases.

1. Request – Contract Services – Waste Industries (10-580-4500)

Affected Line Items

- Solid Waste Collections – \$446,000

Justification/Background:

The existing three year contract with Waste Industries expires on June 30th, 2019. The contract provides weekly trash service and biweekly recycle services via 96 gallon carts. Last year Waste Industries collected 1,851.19 tons of trash from Zebulon residents plus 111.29 tons from town dumpsters. A total of 270.89 tons of glass, plastic, newspaper, metal, cardboard, and junk mail was collected from residents and town facilities.

The world's largest buyer of recycled materials, China declared last summer that it would no longer import mixed paper and many types of plastic starting Jan. 1 2018. While companies in the Southeast US that reprocess recyclables and turn them into new products are still buying, China's policies have created a glut of materials that has depressed prices everywhere, including the Triangle. Residential mixed paper that was worth between \$85 and \$100 a ton a year ago was earning about \$37 a ton this winter. Per Waste Industries, the market shift has led to paying for disposal of recyclable waste instead of selling it.

The market change for recycling has caused collection prices to rise to cover the decreased value of materials collected. This is reflected in the 21% increase in the cost of recycling collection services for the town.

While the recycling market has changed, it is still very important to recycle for environmental purposes. Plus it is still significantly cheaper than disposal of the goods in land fields. The proposed rate for trash collection at \$10.94 per month, is 40% more than bi-recycle collection at rate \$6.59 per month.

We expect to have approximately 2240 residential trash customers with 2330 recycle customers as of June 2019. We are currently experiencing approximately 10 new customers per month and in January 2020 we expect that number to increase to 15 per month. These projections will give the Town approximately 2390 trash customers and 2380 recycle customers by June 2020.

Recommendation:

We are recommending continuing with Waste Industries via a 5-year contract extension while remaining service levels. Below are the proposed Waste Industries rates and proposed garbage fee. These rates would be set for the next five years.

Service Provided	Current Rates	Bi-Weekly Recycle - 5 year contract extension	Bi-Weekly Recycle 3-Year contract extension
Trash	\$10.62	\$10.94	\$11.16
Recycle	\$3.46	\$4.18	\$4.18
City of Raleigh Billing Fee	\$0.25	\$0.25	\$0.25
Bulky Waste Collection	\$4.92	\$5.13	\$5.15
Monthly Fee	\$19.25	\$20.50	\$20.75

Note: Bulky Waste collection generates approximately \$110K annually over expenses.

Note: 3year contract extension has higher unit costs.

The Waste Industries contract also covers additional services listed below:

- ❖ 40 cubic yard (CY) roll off charges @ \$179.35 plus disposal fees at Wake County Landfill
- ❖ 4 CY Trash Dumpster @ Community Ctr. @ \$67.20 monthly – bi-weekly service
- ❖ 4 CY Recycle Dumpster @ Community Ctr. @ \$67.20 monthly – bi-weekly service
- ❖ 30 CY Dumpster Rental @ Recycle Center @ \$50.43 monthly

Proposed Waste Industries Contract/Budget:

Location	Service	Annual Cost
Community Center	Dumpster -Trash and Recycle	\$1,615.00
Recycle Center	Metal Dumpster Rental	\$610.00
Recycle Center	Roll offs – Bulky Waste/General Trash	\$15,540.00
Residential Service	Trash Service – 2,390 customers	\$303,775.00
Residential Service	Recycle Service -2,380 customers	\$115,585
Contingency @ 2.0%		\$8,743
Total Costs		\$445,868
Budget Amount		\$446,000

Connection to Adopted Goals:

The solid waste/recycling contract complies with Town Ordinance, Chapter # 95, for Garbage, Rubbish, and Weeds. Further defined under Section 95.04 requiring residential collection service provided by the Town.

Consequences of Non-Appropriation:

Non-compliance with Town Ordinance, Chapter # 95.

Bid Process with new contractor and new collections dates.

Request for New Position

Department: Public Works - Sanitation

Current/Proposed Job Title of Position: Part-Time Customer Service Technician

Effective Date: July 2019

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (19.5) Hours per week

Convert Existing Part Time Position to Full Time Position

Other Describe: _____

B. Rationale

1. How is the work currently being performed?

Full-time, skilled staff are performing tasks that don't require their skills, experience, licenses, or certifications.

2. What are the consequences of the work being undone or not completed?

The tasks are essential and will be performed. However, the consequences of continuing to assign them to full-time staff are delays in service, delayed responses to inquiries for services, and higher departmental costs.

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)

No

4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

This position supports the "Growing Smart" focus area of the Zebulon 2030 Strategic Plan. One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community. While additional full-time staff would also support that goal, a part-time service technician would be a more efficient and fiscally responsible means of accomplishing the same.

5. Attach or list any statistics or other information relevant to your request (if any).

This chart shows the year-to-year growth in volume for some of the unskilled tasks that would be assigned to the service technician. The chart only shows those tasks that were assigned via work

order or recorded in the Deceased Animal Disposal Log. It does not include instances where the tasks were assigned “on the fly,” tasks that would be assigned via the daily work log, or tasks which are currently performed by administrative staff.

Type of Task	2017	2018	Total	YTY
				Change
New Resident Cart Delivery	112	150	262	34%
Cart Deliveries (not new resident) & missed pick-ups	143	182	325	27%
Street/Traffic Sign Down	4	29	33	625%
Supplies Delivery	15	16	31	7%
Dead Animal Pick-Up	1	7	8	600%
Other Non-Skilled Task	51	63	114	24%
Total	326	447	773	37%

6. Other: (Please specify and include justification.)

C. Needs/Issues/Problems

1. Is this a Service Level Increase - a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.

No

2. What needs/issues/problems does this request for additional staff address?

The new position would allow a lower-paid employee to complete the tasks that do not require special training, allowing the full-time staff to focus on tasks that are a better use of their skills. This would improve departmental efficiency by reducing the cost to complete low-skill tasks and increasing the overall volume of work that can be completed in a week.

D. Duties:

Please attach a current job description or a proposed job description.

Please see attached for proposed duties, requirements, and schedule.

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

When a full-time person is on light-duty restrictions due to illness or injury, they are assigned the low-skill tasks. When no staff are on light-duty restrictions, the tasks are assigned to the full-time staff to complete as their other duties allow.

2. Is outsourcing an option?

No

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?

This position would promote improved efficiency through a more cost-effective means to meet growth-driven demand while providing faster service to residents and staff.

2. What performance measures will you use to measure the impact of this position?

The impact of the position will be measured in volume of work orders completed, reduced response time, and the reduction of time spent by full-time staff on non-skilled tasks.

3. How do these compare to measures if the position is not recommended or approved?

The volume of work orders written grew 37% from 2017 to 2018, and it is anticipated to grow by as much or more in 2019. If the position is not approved, the growth in work order tasks and the need to perform those tasks using full-time skilled labor will be seen in lagging response times and higher departmental costs proportional to the work performed.

4. How do these compare with previous years measures?

N/A

3. How will the work be performed if the new position is not approved?

It will be performed by full-time staff.

Part-Time Customer Service Technician

List of Duties:

- Deliver trash carts
- Retrieve broken trash carts and deliver replacements
- Respond to missed-pick-up reports (when not handled by Waste Industries)
- Respond to street/traffic sign down reports
- Deliver supplies to various municipal buildings and offices
- Deliveries to vendors and consultants
- Pick-up and drop-off trips related to building and vehicle maintenance
- Respond to dead animal reports
- Measure fuel tanks weekly
- Respond to street light issue reports and collect pole numbers for report to Duke Energy
- Shop clean-up
- Move police station trash carts to curb and back each Monday
- Other duties as assigned

Requirements:

- 18+ Years of Age
- Valid North Carolina Driver’s License with good driving record
- Prefer commercial driver’s license

Proposed Schedule:

Monday	Tuesday	Wednesday	Thursday	Friday
6:30 – 11:00	7:00 – 11:00	7:00 – 11:00	7:00 – 11:00	7:00 – 10:00
4.5 hrs	4 hrs	4 hrs	4 hrs	3 hrs

The schedule above is only a representation of what a typical week could be. The employee in this position will work less than 1,000 hours per year.

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016- 2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]	Note
STORMWATER:										
SALARIES	80,214	85,813	89,747	85,258	97,900	98,400	100,880	141,000	57.1%	Enhanced - add'l staff
PROFESSIONAL SERVICES	980	16,982	392	6,118	7,500	8,500	8,714	8,700	2116.8%	
FICA	5,926	6,391	6,748	6,355	7,600	7,650	7,843	10,960	62.4%	
GROUP INSURANCE	10,304	11,147	11,426	10,959	11,700	12,000	12,302	18,700	63.7%	
RETIREMENT	9,314	10,512	11,182	10,336	12,550	12,600	12,918	19,750	76.6%	
POSTAGE	49	124	296	156	300	300	308	300	1.2%	
CELL PHONES	930	960	960	950	1,100	1,550	1,589	2,000	108.3%	enhanced add'l staff
TRAVEL/TRAINING	665	766	1,018	816	1,400	1,500	1,538	2,000	96.5%	Enhanced -add'l staff
STORM DRAINAGE MAINTENANCE	14,747	14,583	14,765	14,698	17,000	17,500	17,941	31,000	110.0%	Enhanced - add'l cleaning
EQUIPMENT MAINTENANCE	5,008	3,520	6,162	4,897	6,500	6,650	6,818	6,815	10.6%	
FUEL	1,169	1,132	1,380	1,227	1,300	2,000	2,050	2,050	48.5%	
MATERIALS & SUPPLIES	4,776	6,979	6,819	6,191	7,200	7,200	7,381	7,375	8.2%	
COMPUTERS	0	0	0	0	0	0	0	1,500	#DIV/0!	
UNIFORMS	1,333	1,236	1,281	1,284	1,500	1,500	1,538	2,250	75.6%	Enhanced
CONTRACT SERVICES	6,250	8,115	10,344	8,236	10,250	10,250	10,508	10,500	1.5%	
NC 811 SERVICE	0	581	991	524	1,100	2,000	2,050	2,050	106.9%	
INSURANCE	8,773	9,616	8,250	8,880	6,420	10,000	10,252	10,250	24.2%	
MISCELLANEOUS	100	322	202	208	250	500	513	500	147.1%	
Totals	150,539	178,778	171,965	167,094	191,570	200,100	205,143	277,700	61.5%	

Memo



To: Joe Moore II, PE, Town Manager
CC: Board of Commissioners
From: Chris D. Ray, Public Works Director
Date: January 31, 2019
Re: Stormwater: A year ahead (FY2020)

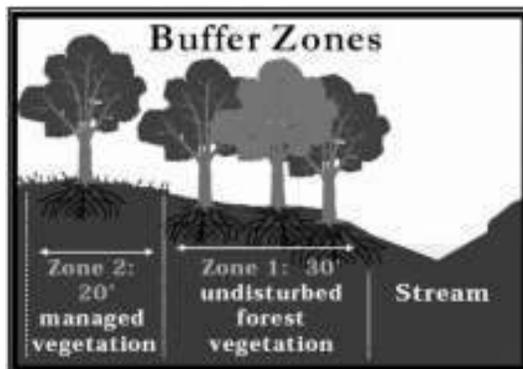
In the Coming Year Ahead...

What we'll do:

This memo outlines “What We Will Do” in the coming year ahead in the Stormwater Department of Zebulon Public Works, presented in a line item format. A brief description of each currently funded line item is provided, followed by a brief analysis of the line item increases above CPI, if any.

Departmental Purpose – Compliance with the MS4 Permit # (NCS000557) under the Federal Clean Water Act, section 402(p). The department stormwater program focuses on six “Best Management Practices”. Those six BMP’s are as follows:

- ❖ Public Education and Outreach
- ❖ Public Involvement and Participation
- ❖ Illicit Discharge Detection and Elimination
- ❖ Construction Site Stormwater Runoff Control
- ❖ Post Construction Stormwater Management
- ❖ Pollution Prevention/Good Housekeeping for Municipal Operations



Line item Descriptions – below you will find the line item breakdown for the FY2020 Stormwater operating budget. We have provided a brief description of the purpose and use of each line item.

Acct. Number	Description	Purpose/Use	Program Status
10-590-0200*	Salaries	2- Employee Salaries	Enhanced-See New Position Form – Requested Equipment Operator I
10-590-0400	Professional Services	Contracted Engineering Support Services – Mapping and Design	Exist
10-590-0500	FICA	Social Security and Medicare Insurance	Exist
10-590-0600	Group Insurance	Health, Dental, and Life Insurance	Exist
10-590-0700	Retirement	401(k) and LGRS	Exist
10-590-1100	Postage	Mailing and Shipping	Exist
10-590-1101*	Cell Phones	Cell Phone Allowance Per Plan/Mobile Data For Ipad/Computers	Enhanced – See Cell Phone Policy Amendment
10-590-1400	Travel and Training	Employee Training Cost, Training Materials, Meals, and Lodging	Exist
10-590-1500*	Storm Drainage Maintenance	Contractual Line Cleaning and Repairs	Enhanced- Additional Cleaning
10-590-1600	Equipment Maintenance	Equipment, Vehicle Maintenance, Repairs, Supplies, Plus Testing	Exist
10-590-3100	Fuel Expense	Vehicle and Equipment Fuel	Exist
10-590-3300	Materials and Supplies	Materials, Equipment, Supplies, etc. For Department	Exist
10-590-3600	Uniforms	Uniforms, Safety Shoes	Exist
10-590-4500	Contracted Services	Repairs, Stone Hauling, Clean Water Education Partnership, etc.	Exist

10-590-4501	NC811 Service	Contract With 811	Exist
10-590-5400	Insurance and Bonds	Property and Vehicle Insurance, Workman's Compensation	Exist
10-590-5700	Miscellaneous	Awards, Events, and Other Items Not Mention Above	Exist

- ❖ 10-590-0200 - Salaries Increase – New Equip. Operator I – See request new employee form
- ❖ 10-590-1100 - Cell Phone Increase – See Personnel Committee recommended policy change.
- ❖ 10-590-1500- Storm Drainage Maintenance

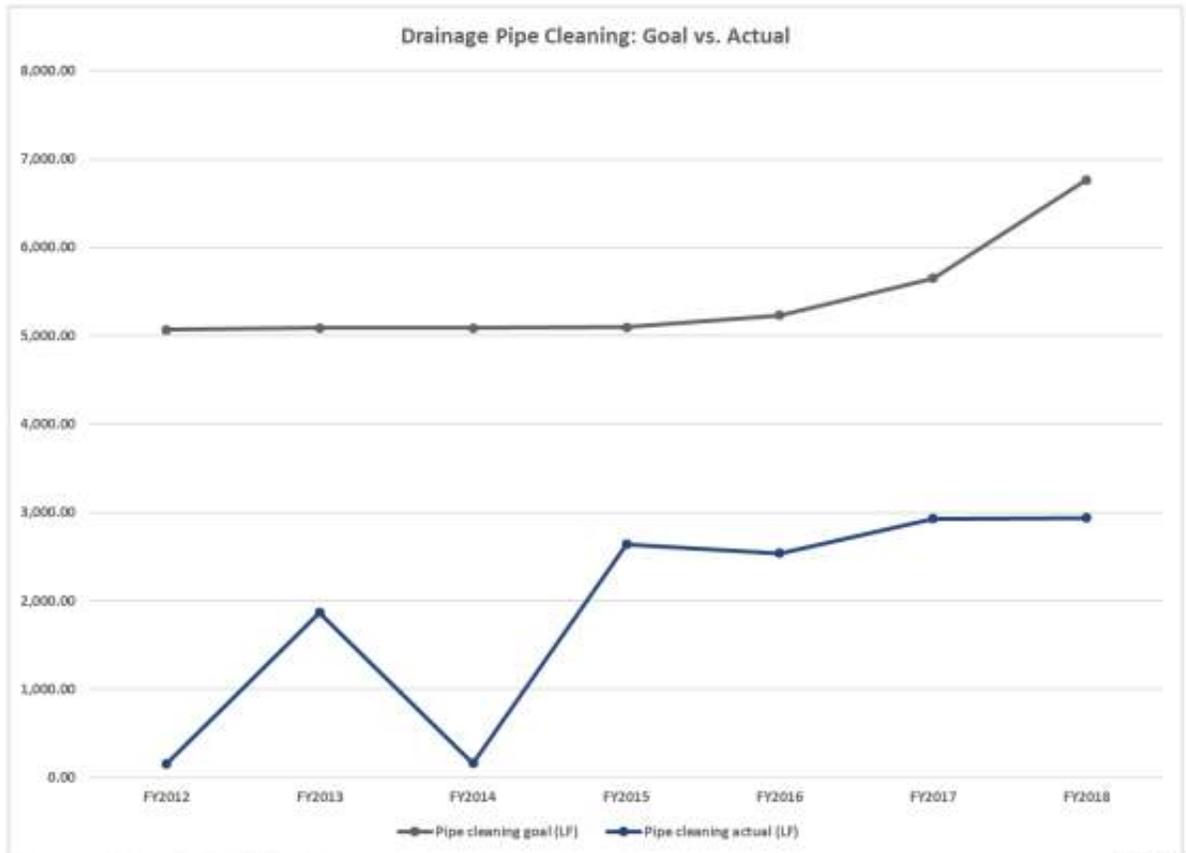
Financial Analysis:

Strom Drainage Maintenance increase for additional line cleaning – additional \$13,500

In FY2012, the Town of Zebulon began its stormwater program with the submittal for a Phase II permit on August 1st, 2011. The official permit arrived on December 1st, 2012 with an expiring term of November 30th, 2017. Our current NPDES permit was renewed on February 1st, 2018 and expires January 31st, 2023. One of the six focus areas of responsibility is the pollution prevention and maintenance for municipal operations, which includes the inspection and cleaning of the storm drainage system. Our program goals include cleaning and inspecting ten percent of storm drainage lines and structures annually. Unfortunately, the last six years we have not achieved our cleaning and inspections goals. We have also seen a 33% increase in the amount of new infrastructure installed in new residential subdivisions since 2012. The Town added 11,146 LF of new storm drainage just last year.

Infrastructure Type	Zebulon 2012	10% Cleaning and Inspection Requirement	Zebulon 2018	10% Cleaning and Inspection Requirement	Percentage Increase
LF of SD Pipe	50,680 LF	5,068 LF	67,642 LF	6,764.20 LF	33% increase
Structures	565	57	755	76	34% increase

Note: Staff projects at least an additional 2 miles of infrastructure to be installed in FY2019.



*Pipe cleaning goal is 10% of total linear feet of drain pipes.

12-2018

In an effort to meet our line cleaning goals, we have requested an additional week of contract cleaning. Typically, the contractor will be given the areas with significant sediment build-up. They are capable of cleaning approximately 2,500 LF per week with their larger cleaning machines. A week of contractor cleaning cost approximately \$13,500 dollars per 40-hour week. The additional week of cleaning by contractor is more cost effective than hiring an additional full time crew of three to address the issue.

Policy Analysis:

Storm Drainage Maintenance increase for additional line cleaning – additional \$13,500

The increase is supported by the “Growing Smart” focus area of the Zebulon 2030 Strategic Plan. As we continue to grow, more work is necessary to maintain expected service levels for the community. The additional contractor assistance will help meet the line cleaning goal.

Request for New Position

Department: Public Works – Stormwater (590)

Current/Proposed Job Title of Position: Equipment Operator I

Effective Date: July 1, 2019

A. Type of Request

New Permanent Full Time Position

New Permanent Part Time Position (_____) Hours per week

Convert Existing Part Time Position to Full Time Position

Other Describe: _____

B. Rationale

1. How is the work currently being performed?

The work is currently not being completed. The department is unable to meet the goals of the MS4 Stormwater Permit with the current staff and workload. The growth in system infrastructure has taxed the available resources, while the number of stormwater-dedicated staff has dropped. The anticipated growth will put the department further behind.

2. What are the consequences of the work being undone or not completed?

Not fulfilling the obligations of the MS4 Stormwater Permit could lead to being cited for the permit violation, fines, and negative media attention.

3. Does this address a state or federal mandate? (Cite law/mandate and describe how the position addresses it.)

Yes – Our MS4 permit (# NCS000557) under the federal Clean Water Act, Section 402(p) requires us to perform specific tasks on a regular basis, including cleaning, inspections, and repairs to elements of the stormwater sewer system, as well as tasks like street sweeping that reduce the pollutants entering the stormwater system. This position would provide more resources to help with meeting the requirements of our MS4 permit.

4. Does this address a Board goal, new program, adopted plan or expand an existing program? (Cite the goal, program or plan and describe how the position addresses it.)

This position supports the “Growing Smart” focus area of the Zebulon 2030 Strategic Plan. One of the priority goals of Growing Smart is to maintain appropriate staffing to support expected service levels for the growing community. Additional staff is needed to address system growth

and the current backlog of inspections and cleanings. It is anticipated that the inspections will uncover the need for repairs, further increasing the backlog of stormwater tasks.

5. Attach or list any statistics or other information relevant to your request (if any).

Per the annual stormwater reports, the cleaning goals of the MS4 permit have not been met for the past six years. This is primarily driven by unprecedented system growth from new development. See attached charts.

6. Other: (Please specify and include justification.)

Street sweeping is an important part of the MS4 program because it removes debris from impervious surfaces before it can be washed into the stormwater system. The growth in streets has increased the time and staff required to adequately sweep the town's streets each week. See attached charts.

C. Needs/Issues/Problems

1. Is this a Service Level Increase - a new program/initiative or expansion of existing program: (Include a detailed description of the program, including any policy issues that you can identify.

No

2. What needs/issues/problems does this request for additional staff address?

The current staff level is insufficient to properly maintain the stormwater program, which is losing ground, and to meet the requirements of the MS4 permit. It would also provide a "deeper bench" of Public Works staff. This allows for better emergency and weather response, for the continuation of normal services during critical times when staff would otherwise be pulled from normal duties to address emergency needs, and for the continuation of normal service response times when staff are on light duty or unavailable due to illness or injury.

D. Duties:

Please attach a current job description or a proposed job description.

E. Alternatives

1. What alternate measures have been taken to address this need/issue/problem?

Cleaning has been outsourced for several years. In FY2018, a week of cleaning was outsourced to ABE Utilities. Approximately 3,000 linear feet of drainage pipe were cleaned at a cost of \$13,000.

2. Is outsourcing an option?

Cleaning can be outsourced, and it is currently more effective to do so because the contractors have better equipment than Public Works for the task. For this reason, the proposed budget for contracted drain pipe cleaning for FY2020 has been increased. Inspections and repairs cannot be outsourced because the contractors are not set up for small repair jobs or for the required

reporting; they're set up for new construction and major repairs. Sweeping can be outsourced, but it's not as cost-effective as cleaning the streets using Public Works staff and town-owned equipment. For this reason, in 2013, a capital investment of \$170,000 was made to buy a street sweeper.

F. Outcomes/Results/Measures

1. What specific departmental/program/Town outcomes or results are expected with this position?

The department would be better able to meet the state and federal requirements of the MS4 permit for the stormwater system.

2. What performance measures will you use to measure the impact of this position?

The impact of the position will be seen and measured in the stormwater program statistics on the cleanings, inspections, and repairs of the town's stormwater infrastructure.

3. How do these compare to measures if the position is not recommended or approved?

Without the new staff, it is anticipated that the department will not meet the stormwater program's goals. The gap between actual cleanings and goal cleanings is expected to increase due to continued development and system growth.

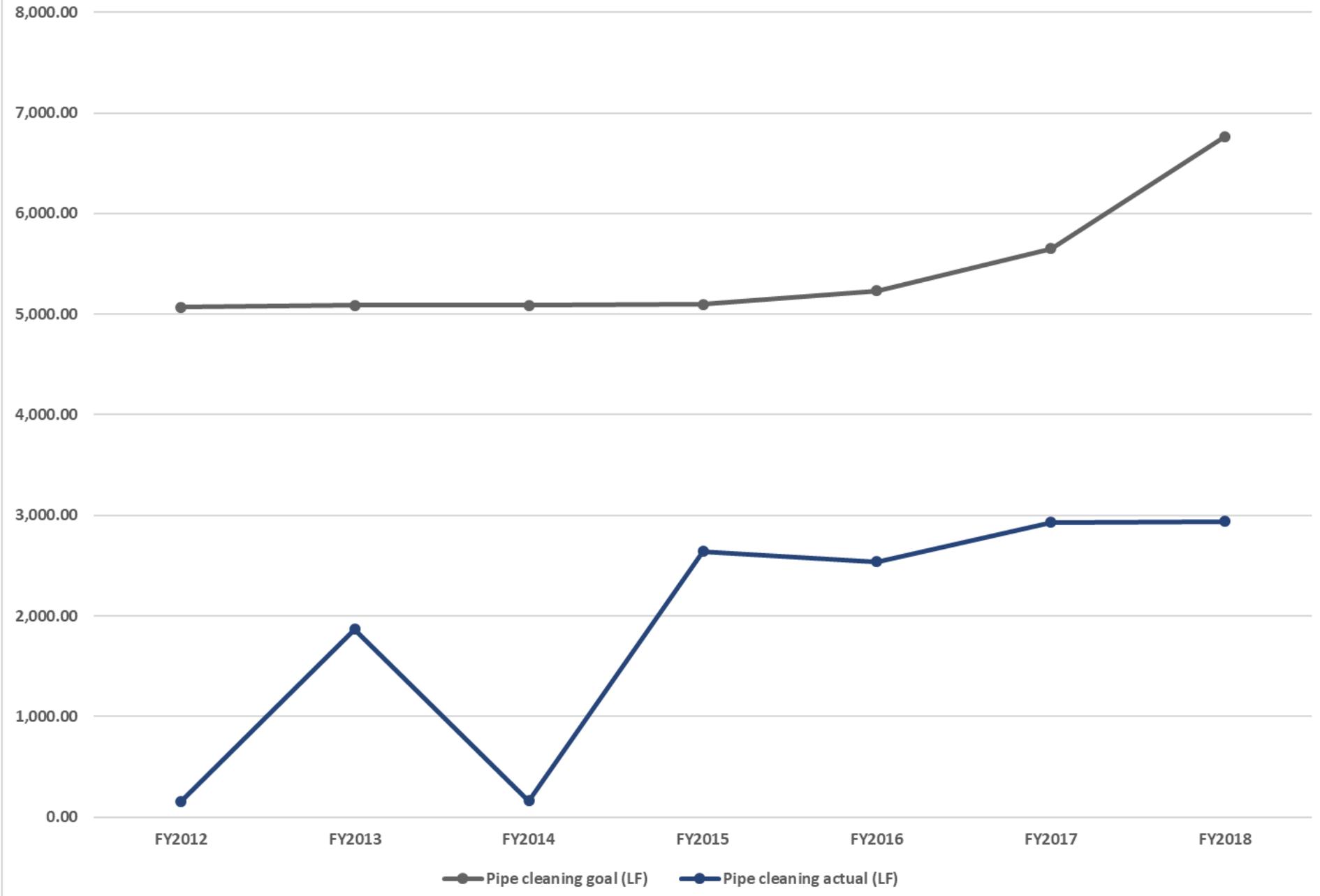
4. How do these compare with previous years measures?

The goals of the MS4 permit increase proportionally with increases in street miles and stormwater infrastructure.

3. How will the work be performed if the new position is not approved?

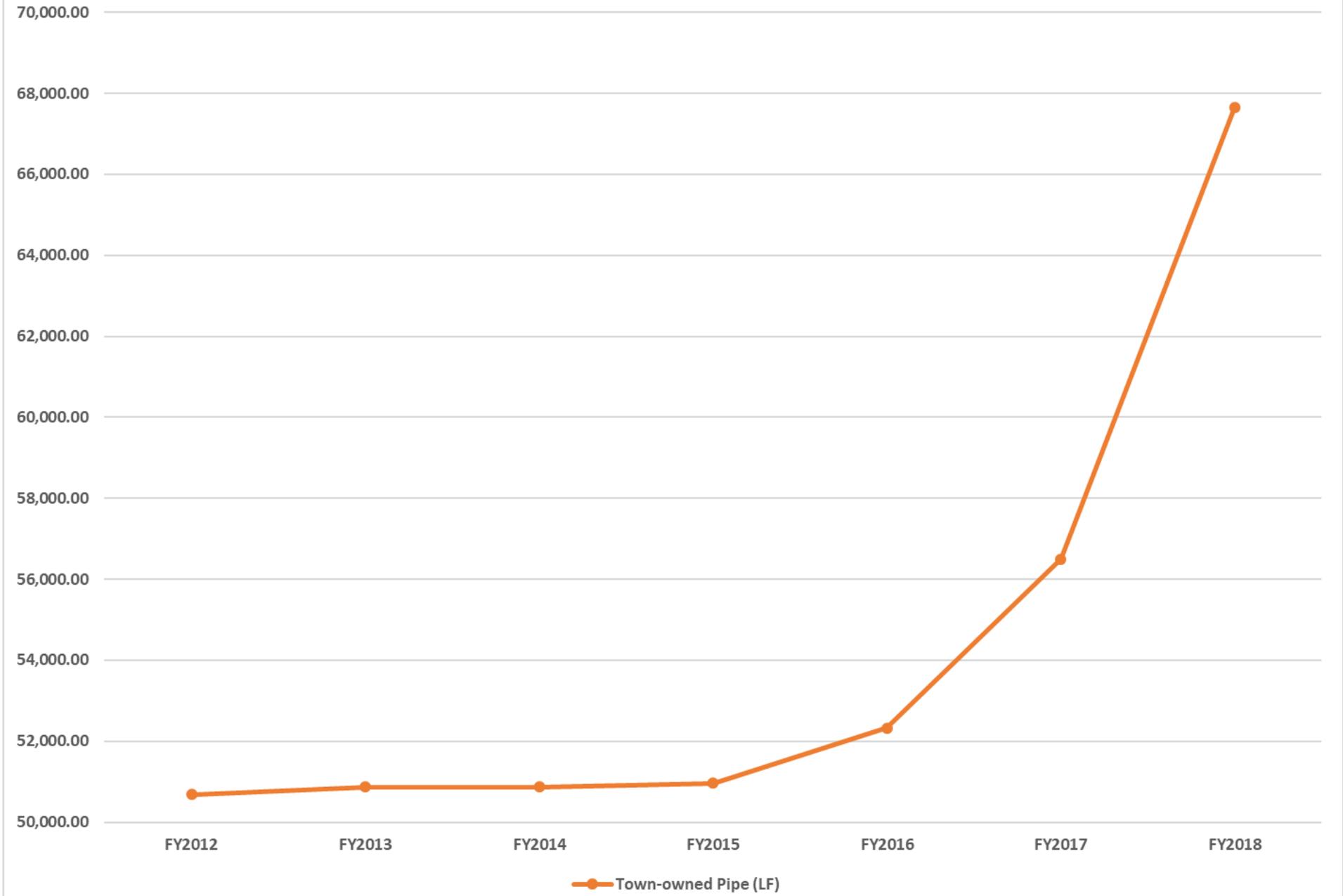
Current staff will continue to perform the work when available to address the permit requirements. Since the goals are not currently being met, though, it is not anticipated that the increased cleanings and inspections requirements of new development growth will be met without additional staff.

Drainage Pipe Cleaning: Goal vs. Actual

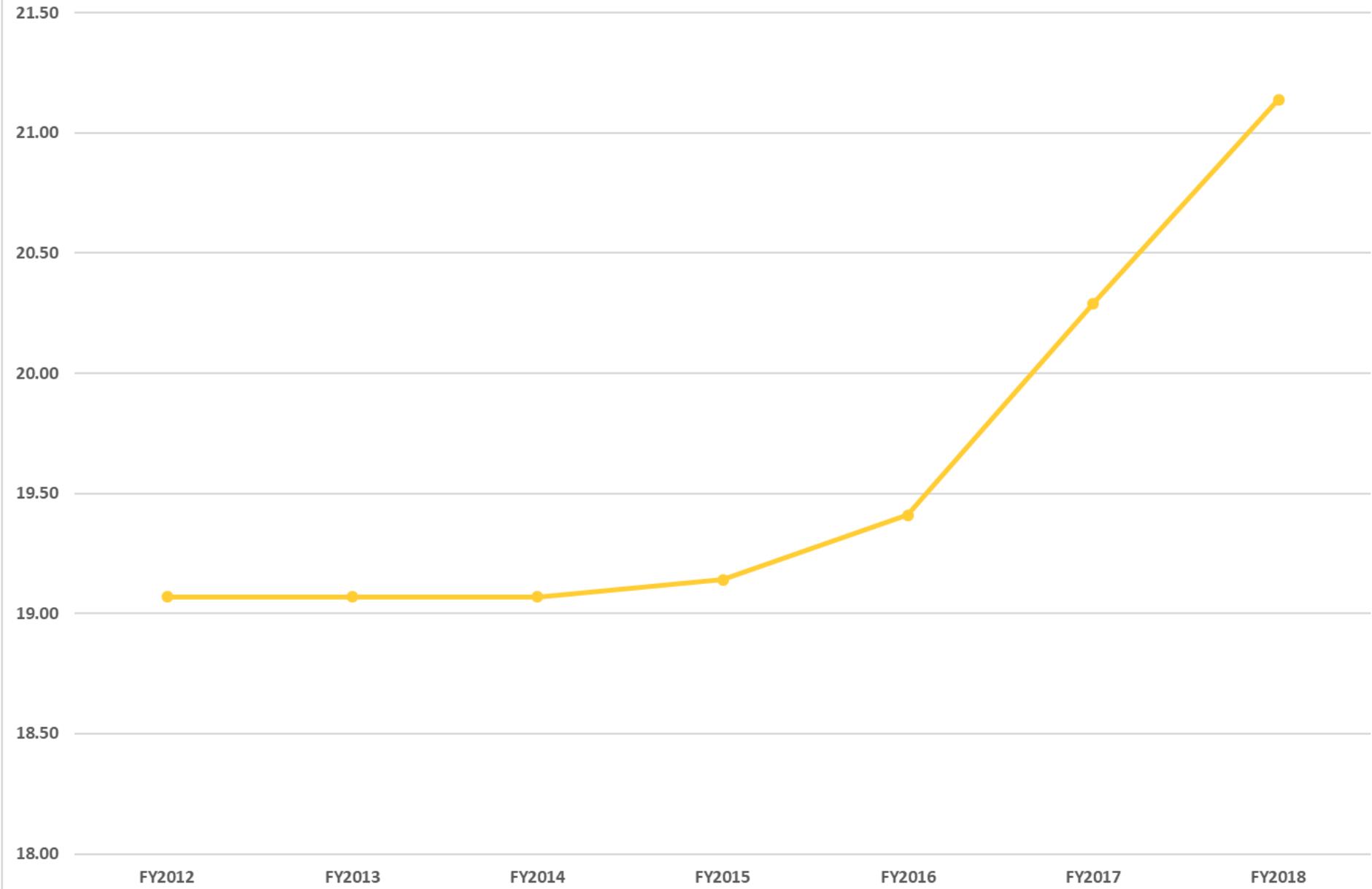


*Pipe cleaning goal is 10% of total linear feet of drain pipes.

Town-Owned Drainage Pipe (LF)

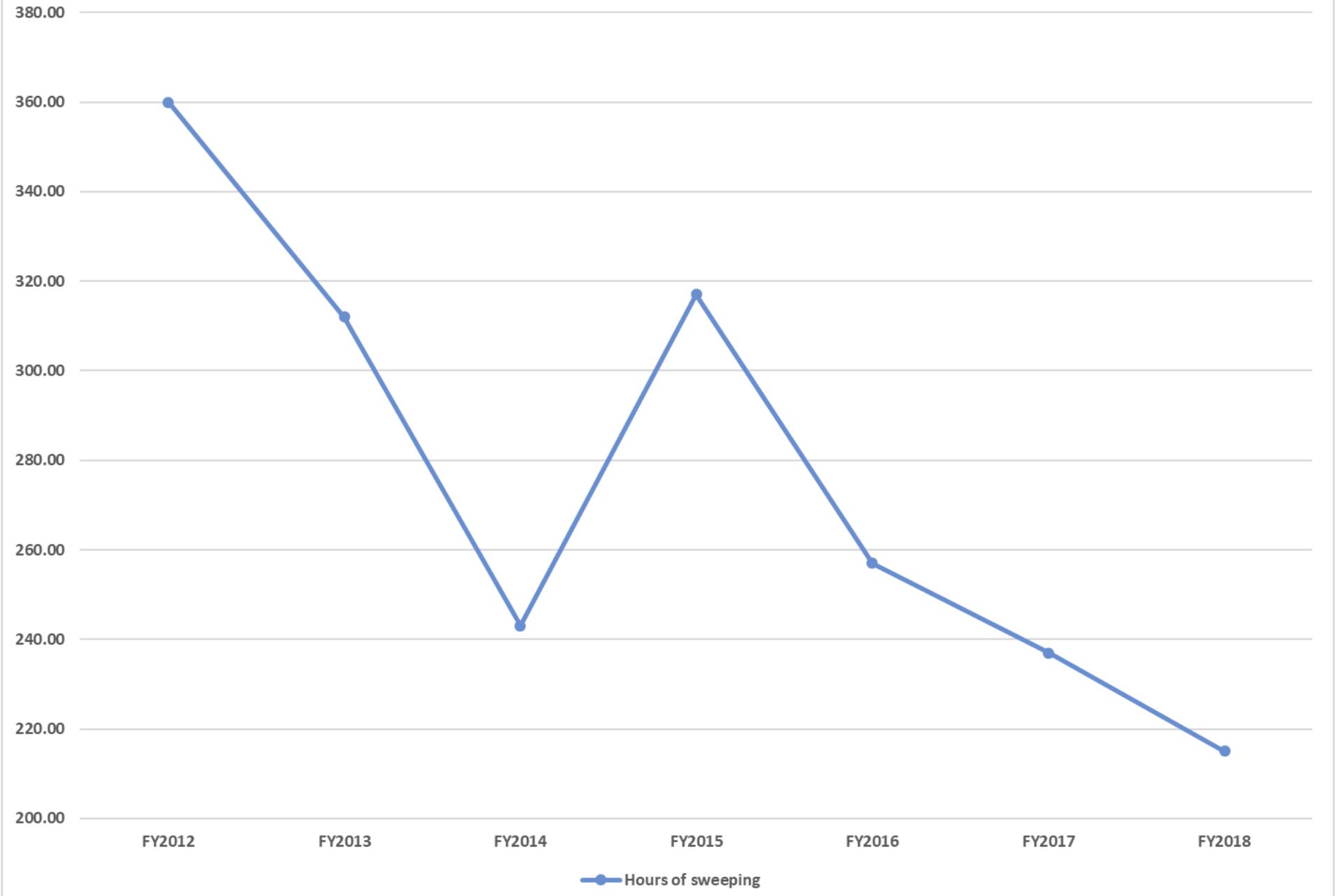


Miles of Street



—● Miles of Street

Hours of Street Sweeping



<i>Job Title:</i>	Equipment Operator I
<i>General Responsibilities:</i>	Under general supervision of Public Works Crew leader. Performs routine work operating motorized equipment and performs a variety of manual labor.
<i>Major Duties:</i>	<ol style="list-style-type: none"> 1. Performs routine equipment operator work in maintaining and repairing structures, facilities, and grounds. 2. Performs building and grounds maintenance functions, equipment maintenance, yardwaste, leaves, bulky waste and snow removal, cleaning storm drainage devices, sidewalk repairs, signage maintenance, resurfacing cuts in streets, and ditch maintenance 3. Performs maintenance and servicing of equipment. 4. Assists with a variety of unskilled or semi-skilled general landscaping and maintenance related tasks. 5. May work as a crew leader, when assigned, in the crew leader's absence. 6. Complete considerable light to heavy physical activities for extended periods of time and exposure to inclement weather. Ability to exert up to 100 pounds of force occasionally, up to 50 pounds of force frequently and up to 20 pounds of force constantly. 7. Performs various department related general maintenance functions. 8. Responds to, investigates and documents customer issues as assigned. 9. Responds to emergency or disaster events as required. 10. Serves on rotation of on-call duties as assigned. 11. Performs all other duties as required.
<i>Required Knowledge, Skills, and Abilities:</i>	Knowledge of equipment operation and general maintenance work performed by a municipality. Skilled in the operation of assigned tools and equipment which include, but are not limited to mowers, knuckleboom, backhoe, mini-excavator, tractors, bush-hog, and various operating tools and equipment. The ability to make minor and significant adjustments and repairs to equipment

operated. Ability to efficiently and safely operate all departmental equipment. Capable of identifying and reporting to a supervisor the maintenance needs of various structures or equipment. Must be able to work independently. Ability to maintain effective working relationships with citizens and other employees. Must have the ability to understand and follow written and oral instructions. Good working knowledge of hazards involved and safety precautions necessary in the performance of duties. Basic knowledge of work zone safety standards.

Qualifications:

High school diploma or the equivalent and the ability to read and write. Should have some experience in the area of maintenance work. Possess a valid North Carolina driver's license. Should have the ability to obtain a Class B Commercial Drivers License and NCDOT certified Flagger designation within six months of hire. Must pass a pre-employment drug screen.

Account Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2016-2018 3 Yr Avg. (Actual)	FY 2019 Projected Actual	FY 2019 Amended Budget	FY 2020 w/CPI-U increase [2.52% over FY 2019 Amended Budget]	FY 2020 Requested	% Increase (Decrease) in Budget [Comparison of FY 2020 Requested to FY 2018 Actuals]		Note
COMMUNITY & ECONOMIC DEVELOPMENT											
EMPLOYEE APPRECIATION	3,214	0	0	1,071		0	0	0	#DIV/0!		
EAST WAKE BUS SERVICE	4,320	4,320	4,320	4,320	4,320	4,350	4,460	4,320	0.0%		
TRIANGLE J COG	1,771	1,798	1,837	1,802	1,870	1,800	1,845	1,900	3.4%		
CHAMBER OF COMMERCE(ECON DEV. AGREEMENT)	1,000	0	10,000	3,667	10,000	10,000	10,252		-100.0%		
NLC & NCLM	5,370	5,657	5,478	5,502	5,783	5,600	5,741	5,900	7.7%		
INSTITUTE OF GOVERNMENT	534	553		544	606	500	513	650	#DIV/0!		
STRATEGIC PLAN	0	0	26,140	8,713	0	0	0		-100.0%		
MARKET ANALYSIS	0	0		0		19,000	19,479		#DIV/0!		
FACADE IMPROVEMENT GRANTS	0	0		0		45,000	46,134		#DIV/0!		
SITE ASSESSMENT PROGRAM	0	0		0		25,000	25,630		#DIV/0!		
CAMPO	1,653	1,846	1,790	1,763	1,869	2,500	2,563	2,000	11.7%		
STREETSCAPE MATCH	0	1,901		950		33,000	33,832		#DIV/0!		
STATE FORFEITURE EXPENDITURES	0	0	0	0		0	0	0	#DIV/0!		
FEDERAL FORFEITURE EXPENDITURE	2,048	12,770	0	4,939		0	0	0	#DIV/0!		
WAKE HAZMAT TEAM	1,959	2,021	0	1,327		0	0	0	#DIV/0!		
WAKE CO DISPATCH	4,256	4,553	0	2,936		0	0	0	#DIV/0!		
RETIREE INSURANCE	42,221	42,077	0	28,100		0	0	0	#DIV/0!		
EWTV	56,142	55,365	0	37,169		0	0	0	#DIV/0!		
NON-PROFIT (HOLD FOR MAX OF \$5,000)	0	0		0			0	5,000	#DIV/0!		
PRESERVATION ZEBULON	0	0	0	0	500	500	513	0	#DIV/0!		
INTERACT	0	1,000	1,000	667	1,000	1,000	1,025	0	-100.0%		
MLK BREAKFAST	500	500	500	500	500	500	513	0	-100.0%		
E. WAKE EDUCATION FOUND	1,000	1,000	1,000	1,000	1,000	1,000	1,025	0	-100.0%		
ZEBULON DOWNTOWN ARTS COUNCIL	0	0	0	0	1,000	1,000	1,025	0	#DIV/0!		
SHEPARD'S CARE CLINIC	1,000	1,000	1,000	1,000	1,000	1,000	1,025	0	-100.0%		
NC FAMILY TRAINING & COUNSELING CENTER	0	0	1,000	333	0	0	0	0	-100.0%		
Totals	126,989	136,361	54,065	106,303	29,448	151,750	155,574	19,770	-63.4%		

**Town of Zebulon
FY 2019-2020
Proposed Fee Schedule**

Department & Fee Description	Current Fee	Proposed Fee
Administration		
<u>Election Filing Fee</u>		
Commissioner	\$5.00	\$25.00
Mayor	\$15.00	\$50.00
<u>Garbage Pickup</u>		
Residential Garbage Rate (billing is included with City of Raleigh utility bill)	\$19.25 first trashcan	\$20.50 first trashcan
Additional Trashcans (each)	\$10.62	\$10.94
Recycling Service Only	\$3.46	\$6.59
<i>The Town will only pick up bulk item/white goods from customers who receive Town garbage service.</i>		
<i>The Town will not pick up bulk items not accepted at the landfill, including construction debris, paint, certain chemical, grass clippings, etc.</i>		
<i>The Town will not pick up electronic devices</i>		
<u>Miscellaneous</u>		
Return Check Fee	\$25.00	\$25.00
Copies (up to 11"x17")	\$0.20 per page	\$0.20 per page
Copies (larger than 11"x17")	\$3.00 per page	\$3.00 per page
Budget	Actual Cost	Actual Cost
CAFR	Actual Cost	Actual Cost
<u>Taxes</u>		
Property tax rate	\$.592/\$100 of assessed valuation	\$.592/\$100 of assessed valuation
Vehicle Decal Fee	\$10.00	\$20.00
Cemetery Plots	\$850.00 per plot plus recording fees	\$850.00 per plot plus recording fees
Stormwater Fee		
Residential	\$2.00	\$2.00
Small Non-Residential (up to 10,000sf)	\$7.00	\$7.00
Medium Non-Residential (10,000-45,000sf)	\$38.00	\$38.00
Large Non-Residential (greater than 45,000sf)	\$92.00	\$92.00
<i>Stormwater Fee will be billed by the City of Raleigh.</i>		
Privilege License		
<i>Note: Previous privilege license fees published in Town of Zebulon Code of Ordinances.</i>		
<u>Schedule D (Fees regulated by the State NC for the sale of beer and wine).</u>		
Beer on Premises	\$15.00	\$15.00
Beer off Premises	\$5.00	\$5.00
Wine on Premises	\$15.00	\$15.00
Wine off Premises	\$10.00	\$10.00
Wholesale Dealer-Beer Only	\$37.50	\$37.50
Wholesale Dealer-Wine Only	\$37.50	\$37.50
Wholesale-Beer and Wine Under Same License	\$62.50	\$62.50
Police Department		
Copy of Police Report	\$4.00 per report	\$4.00 per report
Fingerprinting Service	\$15.00	\$15.00
Civil Citation Administration Appeal Fee	\$25.00	\$25.00

Fire Department				
<u>Inspections</u>				
<u>Fire Code Periodic Inspections (Initial)*</u>				
0-999 Square Feet		\$25.00		\$25.00
1,000-2,499 Square Feet		\$50.00		\$50.00
2,500-4,999 Square Feet		\$60.00		\$60.00
5,000-9,999 Square Feet		\$100.00		\$100.00
10,000-24,999 Square Feet		\$150.00		\$150.00
25,000-49,999 Square Feet		\$200.00		\$200.00
50,000-199,999 Square Feet		\$250.00		\$250.00
200,000-299,999 Square Feet		\$300.00		\$300.00
300,000-399,999 Square Feet		\$400.00		\$400.00
Greater than 399,999 Square Feet		\$500.00		\$500.00
<u>Fire Code Periodic Reinspections*</u>				
Reinspection with all violations corrected		\$0.00		\$0.00
First Reinspection with uncorrected violations		\$25.00		\$25.00
Second Reinspection with uncorrected violations		\$50.00		\$50.00
Third Reinspection with uncorrected violations		\$100.00		\$100.00
Fourth Reinspection and beyond, with uncorrected violations		\$200.00		\$200.00
<i>*Periodic Inspection fees are waived for non-profit organizations.</i>				
<u>Violation Fees</u>				
Imminent Hazard Violation		\$250.00		\$250.00
Non-compliance Fee		\$50.00 per outstanding violation		\$50.00 per outstanding violation
<u>New Construction/Alterations</u>				
Certificate of Occupancy Inspection - First hour and portion thereafter		\$50.00/Hour		\$50.00/Hour
Sprinkler System Review and Inspections		\$100.00 or \$0.014 per square foot (whichever is greater)		\$100.00 or \$0.014 per square foot (whichever is greater)
Fire Alarm System Review and Inspections		\$100.00 or \$0.014 per square foot (whichever is greater)		\$100.00 or \$0.014 per square foot (whichever is greater)
Fire Pump Review and Inspection		\$75.00		\$75.00
Standpipe Review and Inspection		\$100.00		\$100.00
Hood Fire Suppression System Review and Inspections		\$50.00		\$50.00
NOTE: New Construction/Alteration fees include all applicable inspections (rough-in, testing, final). Any reinspections with uncorrected violations will be charged as indicated for Fire Code Periodic Reinspections (above)				
<u>Permits</u>				
Blasting Permit		\$75.00		\$75.00
Specialized Permit		\$100.00		\$100.00
All Other Permits		\$75.00		\$75.00
Non-compliance Fee		\$50.00 per day permit is not obtained		\$50.00 per day permit is not obtained
Maximum Tent Fee		\$500.00 per event		\$500.00 per event
<i>*Permit fees are waived for non-profit organizations.</i>				
<u>Miscellaneous</u>				
Copy of Fire Report		\$4.00 per report		\$4.00 per report

Planning and Zoning				
	<u>Land Use Application Permit Fees</u>			
	Voluntary Annexation Filing		\$400.00	\$400.00
	Zoning Map Amendment (Formerly Rezoning Petition)		\$600.00	\$600.00
	Zoning Ordinance Amendment		\$600.00	\$600.00
	Variance		\$700.00	\$700.00
	Appeals or Interpretations		\$500.00	\$500.00
	Petition to Close Right-of-Way		\$1,200.00	\$1,200.00
	Special Use Permit		\$800.00	\$800.00
	Special Use Permit (with Traffic Impact Analysis Review)		\$1,800.00	\$1,800.00
	Public Notice Mailing Fee		\$1 per mailed notice	\$1 per mailed notice
	Public Notice Sign		\$25 per required sign	\$25 per required sign
	<u>Permitting and Development Fees</u>			
	<u>Zoning Compliance Permits</u>			
	Zoning, Sign, and Air Quality Permits		\$70.00	\$70.00
	Home Occupations, Construction Trailers		\$70.00	\$70.00
	Change of Use Permits		\$70.00	\$70.00
	Flood Certifications		\$70.00	\$70.00
	Temporary Sign/Banner		\$25.00	\$25.00
	Open Air Sales		\$20.00	\$20.00
	Mobile Food Vendor		\$165.00	\$165.00
	Mobile Food Vendor (Annual Reinspection)		\$30.00	\$30.00
	ABC License		\$100.00	\$100.00
	Wireless Communications Fee - New Tower Only (Includes SUP submittal fee)		\$2,000.00	\$2,000.00
	<u>Construction Plan Review</u>			
	TRC Review Fee (Initial Submittal)		\$700.00	\$700.00
	TRC Review Fee (Subsequent Submittals)		\$200.00	\$200.00
	Traffic Impact Analysis (TIA) Review Fee		\$1,000.00	\$1,000.00
	Traffic Impact Analysis (TIA) Waiver Fee		\$2,000.00	\$2,000.00
	<u>Development Fees</u>			
	Transportation Impact Fee	\$850.00/peak hour (*Total Fee Varies based on land use type)		\$1,177.00/peak hour (*Total Fee Varies based on land use type)
	Recreation & Open Space - Fee-in-Lieu			
	Single-Family		\$2,500.00/unit	\$2,500.00/unit
	Multi-Family		\$2,500.00/unit	\$2,500.00/unit
	<i>Note: Residential fee-in-lieu is due upon plat approval.</i>			
	Weaver's Pond Subdivision			
	Easement Recovery Fee		\$192.96 per acre	\$192.96 per acre
	Greenway Impact Fee			\$500 per lot
	<i>Note: Easement recovery fee is due upon submission of application for plat approval.</i>			
	<u>Final Plat Fees</u>			
	Major Subdivision		\$400.00 + \$5.00/lot	\$400.00 + \$5.00/lot
	Minor Subdivision		\$150.00	\$150.00
	Recombination Plat		\$100.00	\$100.00
	Boundary Survey		\$100.00	\$100.00
	Exempt		\$100.00	\$100.00
	Right-of-Way Dedication		\$100.00	\$100.00

<u>Inspection Fees (Fees due upon application for building permit)</u>			
Setback*		\$70.00	\$70.00
Certificate of Occupancy*			
Residential - Single Family Detached		\$70.00	\$70.00
Inspection		\$30.00	\$30.00
Re-Inspection			
Residential - Minor Additions/Alterations		\$70.00	\$70.00
Flat fee (includes Setback, Certificate of Occupancy and Plan Review)			
Other - New Construction or Major Alteration			
Inspection		\$150.00	\$150.00
Re-Inspection		\$60.00	\$60.00
Other - Additions or Alterations which do not affect the number of parking spaces or require landscape improvements			
Inspection		\$70.00	\$70.00
Re-Inspection		\$30.00	\$30.00
Streets/Curb and Gutter Construction Inspection		\$2.50 per linear foot	\$2.50 per linear foot
Sidewalks Construction Inspection		\$1.00 per linear foot	\$1.00 per linear foot
Storm Drainage Construction Inspection		\$1.00 per linear foot	\$1.00 per linear foot
Greenway Construction Inspection		\$1.00 per linear foot	\$1.00 per linear foot
<u>Code Enforcement Charges - additional manpower charges may be applied resulting from clean-up performed by the Town (see also "Administration" and Public Works Staff Services")</u>			
Illegal Sign Fee		\$5.00 per sign violation	\$5.00 per sign violation
Lien of Property Penalty		\$30.00	\$30.00
<u>Printed Maps/Services</u>			
GIS Staff Service		\$60.00/hour, minimum 1 hour	\$60.00/hour, minimum 1 hour
Maps			
Small (up to 11" x 17")		\$5.00	\$5.00
Large (over 11" x 17")		\$1.00 per square foot	\$1.00 per square foot
<u>Building Permit Fees (Fees include both Wake County & Zebulon portion, thereof)</u>			
Land Use (Zebulon only)		\$35.00	\$35.00
Administrative Change (Zebulon only)		\$30.00	\$30.00
Administrative Fee (Zebulon and Wake County)		\$90.00	\$90.00
<i>An administrative fee will be charged for each resubmitted site plan, inspector field consultation, permit amendment, addendums, and construction plans requiring two or more reviews.</i>			
Reinspection Fee (Zebulon only)		\$30.00	\$30.00
Reinspection Fee (Zebulon and Wake County)		\$90.00	\$90.00
<i>A reinspection fee is charged for each extra trip necessary to approve a required inspection. Must be paid prior to scheduling a reinspection.</i>			
Work Without Permit (Construction work discovered to have been done without the proper permit(s) in place will have the fees assessed at double the published amount by Wake County and/or the Town of Zebulon)		Double Fees	Double Fees
Replacement Inspection Card		\$30.00	\$30.00
Add Contractor Fee - Per Addition of Each Trade (Zebulon and Wake County)		\$90.00	\$90.00
Change Contractor Fee - Per change of Each Trade (Zebulon and Wake County)		\$90.00	\$90.00

New Dwellings - Single Family, Duplex, Townhouse, Modular Home or House Moved					
	Up to 1,200 sq.ft.			\$600.00	\$600.00
	Over 1,200 sq.ft.			\$600.00 + \$.25 per SF over 1,200 sq.ft.	\$600.00 + \$.25 per SF over 1,200 sq.ft.
*Gross floor area finished within the inside perimeter of the exterior walls with no deduction for garage, corridors, stairs, closets, or other features. Finished area is that portion of building served by electrical, mechanical, or plumbing systems and suitable for occupant's use. Add \$80 for temporary service pole inspections, if needed.					
Residential Addition					
	Up to 400 sq.ft.			\$375.00	\$375.00
	Over 400 sq.ft.			\$375.00 + \$.25 per SF over 400 sq.ft.	\$375.00 + \$.25 per SF over 400 sq.ft.
Multi-Family Dwelling (ex: apartments)					
	For the first unit of each building			\$575.00	\$575.00
	For each additional unit of each building			\$360.00	\$360.00
Manufactured Homes					
Residential Modular Units and Dwellings Moved On (closed construction)				\$345.00	\$345.00
	The cost of land use and trade inspection fees plus fee per square foot			\$0.25	\$0.25
Residential Accessory Structures (deck, garage, open porches, etc.)				\$0.25	\$0.25
	The cost of land use and trade inspection fees plus fee per square foot				
Swimming Pools, Spas, Hot Tubs (Any structure intended for swimming or recreational bathing)				\$225.00	\$225.00
	The cost of land use plus flat fee			+\$90.00	+\$90.00
Heated					
Residential Demolition Permits (without replacement under new permit)					
	Permit and one final inspection			\$100.00	\$100.00
Temporary Service Poles				\$90.00	\$90.00
Trade Inspections					
	Building			\$90.00	\$90.00
	Electrical			\$90.00	\$90.00
	Mechanical			\$90.00	\$90.00
	Plumbing			\$90.00	\$90.00
Non-Residential (new work, addition)		Based on project cost per trade	Range	Fee Charged	Fee Charged
			\$0 - \$700	\$95.00	\$95.00
			\$701 - \$1,500	\$144.00	\$144.00
			\$1,501 - \$2,500	\$203.00	\$203.00
			\$2,501 - \$25,000	\$283.00	\$283.00
			\$25,001 - \$50,000	\$517.00	\$517.00
			\$50,001 - \$100,000	\$1,035.00	\$1,035.00
			\$100,001 - \$200,000	\$2,089.00	\$2,089.00
			\$200,001 - \$350,000	\$3,583.00	\$3,583.00
			\$350,001 - \$500,000	\$4,797.00	\$4,797.00
			\$500,000 - \$750,000	\$6,450.00	\$6,450.00
			\$750,001 - \$1,000,000	\$8,205.00	\$8,205.00
		Over \$1,000,000	0.2%	\$8,205.00 plus add 0.2% (multiply by .002) for each added million dollars or portion thereof	\$8,205.00 plus add 0.2% (multiply by .002) for each added million dollars or portion thereof
Note: Other permit or development fees may be charged directly by Wake County, when applicable.					
See Town of Zebulon or Wake County ordinances for more information.					

Parks and Recreation				
	<u>Outdoor Facility Rental</u>			
	Picnic Shelters-residents		\$30.00 per 3 hours	\$30.00 per 3 hours
	Picnic Shelters-non-residents		\$60.00 per 3 hours	\$60.00 per 3 hours
	Picnic Shelter (Community Park) - residents		\$40.00 per 3 hours	\$40.00 per 3 hours
	Picnic Shelter (Community Park) - non-residents		\$80.00 per 3 hours	\$80.00 per 3 hours
	Baseball, Soccer and Multi-purpose Fields			
	Rental		\$30.00 per hour (\$90.00/half day, \$150.00/full day) non resident: \$125.00/half day; \$200.00/full day	\$30.00 per hour (\$90.00/half day, \$150.00/full day) non resident: \$125.00/half day; \$200.00/full day
	Lights		\$35.00 per hour (\$50.00 per hour non-resident)	\$35.00 per hour (\$50.00 per hour non-resident)
	Field Preparation		\$60.00 per field, per day (if necessary)	\$60.00 per field, per day (if necessary)
	Tennis Courts (Whitley Park)		\$25.00 per hour (\$40.00 per hour non-resident)	\$25.00 per hour (\$40.00 per hour non-resident)
	Basketball Courts (Community Park)		\$25.00 per hour (\$40.00 per hour non-resident)	\$25.00 per hour (\$40.00 per hour non-resident)
	Non-Profit Groups		Fees determined on a case-by-case basis	Fees determined on a case-by-case basis
	<u>Community Center Rental</u>			
	Classroom A or B		\$15.00 per hour (\$25.00 per hour non-resident)	\$15.00 per hour (\$25.00 per hour non-resident)
	Classroom C		\$25.00 per hour (\$40.00 per hour non-resident)	\$25.00 per hour (\$40.00 per hour non-resident)
	Activity Room A or B		\$25.00 per hour (\$40.00 per hour non-resident)	\$25.00 per hour (\$40.00 per hour non-resident)
	Youth Birthday, ages 12 and under (Activity Room + Gym for 2 hours)		\$120.00 (\$150.00 non -residents)	\$120.00 (\$150.00 non -residents)
	Warming Kitchen		\$25.00 per hour (\$40.00 per hour non-resident)	\$25.00 per hour (\$40.00 per hour non-resident)
	Gym-Basketball Setup		\$60.00 per hour (\$90.00 per hour non-resident)	\$60.00 per hour (\$90.00 per hour non-resident)
	Gym-Volleyball Setup		\$60.00 per hour (\$90.00 per hour non-resident)	\$60.00 per hour (\$90.00 per hour non-resident)
	Gym-Assembly Setup		\$75.00 per hour (\$125.00 per hour non-resident)	\$75.00 per hour (\$125.00 per hour non-resident)
	Gym-Banquet Setup (includes Warming Kitchen use)		\$100.00 per hour (\$150.00 per hour non-resident)	\$100.00 per hour (\$150.00 per hour non-resident)
	Gym-Including Alcohol Use (includes Warming Kitchen use)		\$150.00 per hour (\$225.00 per hour non-resident)	\$150.00 per hour (\$225.00 per hour non-resident)
	A/V Equipment Use		\$25.00 per event (\$40.00 per event non-resident)	\$25.00 per event (\$40.00 per event non-resident)
	After Hours Rates		Regular rate plus \$20.00 hour	Regular rate plus \$20.00 hour
	Non-Profit Groups		Fees determined on a case-by-case basis	Fees determined on a case-by-case basis
	<i>Please note that all rentals are for a maximum time of 4 hours.</i>			
	Assembly or Banquet Setup Charge		\$60.00 per event	\$60.00 per event
	Facility Cleaning			
	1-150 persons		\$125.00 per event	\$125.00 per event
	151 or more persons		\$175.00 per event	\$175.00 per event
	<u>Event Fees</u>			
	Booth/concession registration will be determined on a per event basis.			
	<u>Sponsorship Fees</u>			
	Baseball/Softball/Soccer Team Sponsor		\$300.00	\$300.00
	League Sponsor (per age group)			\$1,000.00
	Basketball		\$250.00	\$150.00
	<u>Youth Athletic Program Fees</u>			
	Basketball (ages 4 and up)		\$45.00	\$45.00
	Baseball			
	Ages 4-6		\$35.00	\$35.00
	Ages 7 and older		\$45.00	\$45.00
	Girls Softball (ages 7 & up)		\$45.00	\$45.00
	Soccer			\$45.00
	Youth Athletic Program Non-Resident Fees		\$20.00 in addition to the regular program fees	\$20.00 in addition to the regular program fees
	<u>Youth/Adult Combined Athletic Program Fees</u>			
	Karate		\$40.00 per monthly session / \$50.00 per month non-residents	\$40.00 per monthly session / \$50.00 per month non-residents

	Spring Softball Leagues			\$500.00	\$500.00
	Basketball Leagues			\$500.00	\$500.00
	<i>Please note that all other youth and adult athletic and recreational program fees will be based on instructor salary, supply costs, and facility rental.</i>				
	<u>Community Center User Fees</u>				
	Weight Room			\$10.00 per month (\$15.00 per month non-resident)	\$10.00 per month (\$15.00 per month non-resident)
	<u>Youth Programs</u>				
	Preschool Program			\$100.00 per month	\$100.00 per month
	Summer Camps (based on cost of instruction & supplies)			\$60-100.00	\$60-120.00
	<u>Camp & Program Nonresident Rates</u>				
	Program with 7 or more days or sessions				\$20 in addition to the regular program fees
	Program with 2-6 days or sessions				\$10 in addition to the regular program fees
	Program with 1 day or session				\$5 in addition to the regular program fees
	Senior Trips				Program fees will vary, but must recover 100% of costs.
	<u>Get Fit Pass</u>				
	Trekking, Zumba, Pilates, Kettlebell and Yoga Classes (7 sessions or \$5 per class)			\$25.00 for resident/ \$30.00 for non-resident	\$25.00 for resident/ \$30.00 for non-resident
	<u>Gold Pass</u>				
	Includes monthly membership to exercise rooms & unlimited exercise programs for the month			\$30.00 for resident/ \$40.00 for non-resident	\$30.00 for resident/ \$40.00 for non-resident
	<u>Farm Fresh Market Fees</u>				
	Vendor Fees:				
	Full Season			\$100.00	\$100.00
	Half Season			\$65.00	\$65.00
	Once/month			\$45.00	\$45.00
	Guest/ one time*			\$10.00	\$10.00
	Commercial Information Vendor/ Daily				\$25.00
	Late Fee				\$5.00
	* One time Farm Fresh Market vendors may be subject to different rates on special event dates such as May Day. Fees will be determined on a per event basis.				
	<u>Sponsorship Fees:</u>				
	Platinum			\$2,500.00	\$2,500.00
	Gold			\$1,000.00	\$1,000.00
	Silver			\$500.00	\$500.00
	Bronze			\$250.00	\$250.00
	Friend			\$100.00	\$100.00

Utility Development Fees				
	<u>Water Capital Facilities Fee</u>			
	5/8 inch meter		\$1,373.00	\$1,373.00
	3/4 inch meter		\$2,060.00	\$2,060.00
	1 inch meter		\$3,433.00	\$3,433.00
	1 1/2 inch meter		\$6,865.00	\$6,865.00
	2 inch meter		\$10,984.00	\$10,984.00
	3 inch meter		\$21,968.00	\$21,968.00
	4 inch meter		\$34,325.00	\$34,325.00
	6 inch meter		\$68,650.00	\$68,650.00
	8 inch meter		\$109,840.00	\$109,840.00
	10 inch meter		\$288,330.00	\$288,330.00
	12 inch and greater		\$363,845.00	\$363,845.00
	<u>Sewer Capital Facilities Fee</u>			
	5/8 inch meter		\$2,522.00	\$2,522.00
	3/4 inch meter		\$3,783.00	\$3,783.00
	1 inch meter		\$6,305.00	\$6,305.00
	1 1/2 inch meter		\$12,610.00	\$12,610.00
	2 inch meter		\$20,176.00	\$20,176.00
	3 inch meter		\$40,352.00	\$40,352.00
	4 inch meter		\$63,050.00	\$63,050.00
	6 inch meter		\$126,100.00	\$126,100.00
	8 inch meter		\$201,760.00	\$201,760.00
	10 inch meter		\$529,620.00	\$529,620.00
	12 inch and greater		\$668,330.00	\$668,330.00
	<i>Note: Other development fees, including meter, tap, and inspection fees may be charged directly by the City of Raleigh. See Town of Zebulon or City of Raleigh Code of Ordinances for more information.</i>			
	<u>Tap Fees</u>			
	3/4" Water Service		\$2,900.00	\$4,580.00
	1" Water Service		\$3,187.00	\$4,800.00
	3/4" Split (New Application) Water Service		\$580.00	\$598.00
	3/4" Split (Existing Application) Water Service		\$1,194.00	\$1,236.00
	1" Split (New Application) Water Service		\$988.00	\$1,018.00
	1" Split (Existing Application) Water Service		\$1,599.00	\$1,438.00
	4" Sewer Service		\$3,625.00	\$5,708.00
	Sewer Only Disconnection Fee		\$1,463.00	\$1,507.00
	Sewer Only Reconnection Fee		\$1,463.00	\$1,507.00

	Meter/AMR Installation Fees				
	5/8"			\$254.00	\$206.00
	1"			\$335.00	\$286.00
	1 1/2"			\$488.00	\$497.00
	2"			\$619.00	\$608.00
	4"			\$3,474.00	\$3,522.00
	6"			\$5,100.00	\$5,238.00
	6" with Fire Protection			\$7,800.00	\$9,423.00
	8"			\$4,476.00	\$4,488.00
	8" with Fire Protection			\$10,417.00	\$11,187.00
	10" Protectus III			\$13,898.00	\$15,621.00
	Not Ready Fee			\$50.00	\$50.00
	Inspection Fees/ Stub Fees				
	Water Services			\$90.00	\$93.00
	Sewer Services			\$90.00	\$93.00
	Sewer Main Extension TV Inspection Fee		\$432.00 base fee (up to 2,000 linear feet)		\$1.00 per linear foot
	Sewer Main Extension TV Inspection Over 2,000 Linear Feet (per linear foot)		\$0.29		\$0.00
	Sewer Main Extension TV Re-inspection Fee				\$500.00 + \$1.00/LF over 500 linear feet
	Utility Rates (collected by the City of Raleigh)				
	Water			\$18.91 administrative fee \$9.91 per 1,000 gallons	\$19.95 administrative fee \$10.48 per 1,000 gallons
	Sewer			\$19.23 administrative fee \$9.06 per 1,000 gallons	\$20.29 administrative fee \$9.57 per 1,000 gallons
	Reclaimed Water			\$8.51 administrative fee \$4.45 per 1,000 gallons	\$8.98 administrative fee \$4.70 per 1,000 gallons
	Outside Rates			200% of in-town rates	200% of in-town rates
	<i>Note: All other administrative, reconnection, tampering, and delinquent fees set by and paid directly to the City of Raleigh.</i>				
	Infrastructure Renewal Fee				
	<i>Water</i>				
	5/8 inch meter			\$1.50	\$1.50
	3/4 inch meter			\$2.25	\$2.25
	1 inch meter			\$3.75	\$3.75
	1.5 inch meter			\$7.50	\$7.50
	2 inch meter			\$12.00	\$12.00
	3 inch meter			\$24.00	\$24.00
	4 inch meter			\$37.50	\$37.50
	6 inch meter			\$75.00	\$75.00
	8 inch meter			\$120.00	\$120.00
	10 inch meter			\$172.50	\$172.50
	<i>Sewer</i>				
	5/8 inch meter			\$4.50	\$4.50
	3/4 inch meter			\$6.75	\$6.75
	1 inch meter			\$11.25	\$11.25
	1.5 inch meter			\$22.50	\$22.50
	2 inch meter			\$36.00	\$36.00
	3 inch meter			\$72.00	\$72.00
	4 inch meter			\$112.50	\$112.50
	6 inch meter			\$225.00	\$225.00
	8 inch meter			\$360.00	\$360.00
	10 inch meter			\$517.50	\$517.50

Public Works Staff Services*					
		Equipment operator I and II, Crewleader			
	General Labor	Administrative Assistant		\$25.50 per hour	\$25.50 per hour
	Administrative Labor	Superintendents, Asset Manager		\$32.50 per hour	\$32.50 per hour
	Technical Labor	Director		\$40.00 per hour	\$40.00 per hour
	Management Support			\$60.00 per hour	\$60.00 per hour
	Administrative Billings			\$25.00	\$25.00
	Specifications Manual -- Paper Copy			Actual cost of copying/printing	Actual cost of copying/printing
	Specifications Manual -- Electronic Copy			Actual cost of disk	Actual cost of disk
	<i>* After hours/weekend services will be charged 150% of hourly rate.</i>				
Equipment Rates					
	Mud Pump			\$5.00 per hour	\$5.00 per hour
	Chain Saw			\$7.50 per hour	\$7.50 per hour
	Weed Eater			\$10.00 per hour	\$10.00 per hour
	Portable Light			\$25.00 per hour	\$25.00 per hour
	Air Compressor			\$25.00 per hour	\$25.00 per hour
	Backhoe			\$85.00 per hour	\$85.00 per hour
	Mower			\$35.00 per hour	\$35.00 per hour
	2 KW Generator			\$25.00 per day	\$25.00 per day
	3 KW Generator			\$35.00 per day	\$35.00 per day
	8 KW Generator			\$70.00 per day	\$70.00 per day
	20 KW Generator			\$115.00 per day	\$115.00 per day
	30 KW Generator			\$135.00 per day	\$135.00 per day
	60 KW Generator			\$175.00 per day	\$175.00 per day
	300 KW Generator			\$550.00 per day	\$550.00 per day
	120V Cart Receptacles			\$95.00 per day each	\$95.00 per day each
	HD Extension Cord for Carts			\$27.50 per day each	\$27.50 per day each
	3' Heavy Duty Cable Protectors			\$5.00 per day each	\$5.00 per day each
	12' Safety Barricades			\$30 per day each	\$30 per day each
	3' Safety Cones			\$1.00 per day each	\$1.00 per day each
	Safety Signage and Stand			\$7.50 per day each	\$7.50 per day each
	NCDOT Approved Safety Signage and Stand			\$10.00 per day each	\$10.00 per day each
	Light Tower			\$25.00 per hour/\$85 per day	\$25.00 per hour/\$85 per day
	Ramjet			\$50.00 per hour	\$50.00 per hour
	Tractor/bushhog			\$60.00 per hour	\$60.00 per hour
	Turf Tec Power Broom/Bush Hog			\$25.00 per hour	\$25.00 per hour
	Bobcat - Track Loader			\$65.00 per hour	\$65.00 per hour
	Mini Excavator			\$65.00 per hour	\$65.00 per hour
	Bucket Truck (42' working height)			\$75.00 per hour	\$75.00 per hour
	Street Sweeper			\$175.00 per hour	\$175.00 per hour
	Vacuum Trailer			\$85.00 per hour	\$85.00 per hour
	Knuckle Boom Truck			\$100.00 per hour	\$100.00 per hour
	Automated Leaf Truck			\$130.00 per hour	\$130.00 per hour
	Material Cost			Actual Costs + 20%	Actual Costs + 20%
	Salt Brine			\$0.35 per gallon	\$0.35 per gallon
	4 x 4 Utility Vehicle			\$85.00 per day	\$85.00 per day
	F-150/F-250			\$50.00 for first 3 hours/\$140.00 per day over 3 hours	\$50.00 for first 3 hours/\$140.00 per day over 3 hours
	F-250 Utility Truck			\$65.00 for first 3 hours/\$165.00 per day over 3 hours	\$65.00 for first 3 hours/\$165.00 per day over 3 hours
	F-450 Dump/F-350 Utility Truck			\$90.00 for first 3 hours/\$225.00 per day over 3 hours	\$90.00 for first 3 hours/\$225.00 per day over 3 hours
	2 Ton Dump			\$110.00 for first 3 hours/\$265.00 per day over 3 hours	\$110.00 for first 3 hours/\$265.00 per day over 3 hours
	Street Light Poles and Installation Fee			\$557.47 / pole	\$557.47 / pole
	All fees are subject to change at any time with approval of the Board of Commissioners				

**Town of Zebulon
Proposed Authorized Full-time Positions
Fiscal Year 2019-2020**

General Fund

<u>Department</u>	<u>No. of Positions</u>
Finance	
<i>Current Positions</i>	3
<i>New Positions Recommended</i>	0
Total Positions	3
Administration	
<i>Current Positions</i>	3
<i>New Positions Recommended</i>	1
Total Positions	4
Planning	
<i>Current Positions</i>	5
<i>New Positions Recommended</i>	0
Total Positions	5
Buildings & Grounds	
<i>Current Positions</i>	3
<i>New Positions Recommended</i>	0
Total Positions	3
Police	
<i>Current Positions</i>	22
<i>New Positions Recommended</i>	0
Total Positions	22
Fire	
<i>Current Positions</i>	15
<i>New Positions Recommended</i>	0
Total Positions	15
Streets/Powell Bill	
<i>Current Positions</i>	4
<i>New Positions Recommended</i>	0
Total Positions	4
Sanitation	
<i>Current Positions</i>	5
<i>New Positions Recommended</i>	0
Total Positions	5
Stormwater	
<i>Current Positions</i>	2
<i>New Positions Recommended</i>	0
Total Positions	2
Parks & Recreation	
<i>Current Positions</i>	5
<i>New Positions Recommended</i>	0
Total Positions	5
Total Full-Time Positions	68

**Town of Zebulon
Proposed Salary Schedule
Fiscal Year 2019-2020**

Grade	Salary Range		Position Title
	Minimum	Maximum	
1	\$26,468	\$39,701	None
2	\$27,790	\$41,685	None
3	\$29,180	\$43,772	Laborer Equipment Operator I
4	\$30,640	\$45,959	None
5	\$32,172	\$48,257	None
6	\$33,779	\$50,672	Equipment Operator II
7	\$35,469	\$53,205	Office Assistant-Public Works Office Assistant-Parks & Recreation Office Assistant-Police Office Assistant-Administration
8	\$37,243	\$55,865	Firefighter I Code Enforcement/Permitting Officer
9	\$39,105	\$58,657	Accountant I Crew Leader Parks Crew Leader Fleet Mechanic
10	\$41,062	\$61,593	Police Officer Police Detective Athletic Coordinator Recreation Program Coordinator Community Center Coordinator Deputy Town Clerk/HR Technician
11	\$43,113	\$64,671	Firefighter II Accountant II Fire Lieutenant Police Corporal Planner
12	\$45,268	\$67,905	Parks Superintendent
13	\$47,533	\$71,298	Public Works Administrative/Contracts Manager Police Sergeant Fire Captain Fire Code Inspector
14	\$49,912	\$74,865	Public Works Operations Manager Public Works Construction Inspections Supervisor
15	\$52,405	\$78,609	Police Lieutenant Senior Planner
16	\$55,026	\$82,537	Fire Division Chief Assistant Finance Director
17	\$57,774	\$86,664	Police Captain Assistant Planning Director Information Technology Specialist
18	\$60,666	\$90,998	Human Resource Director/Town Clerk
19	\$63,699	\$95,551	Parks & Recreation Director
20	\$66,883	\$100,322	None
21	\$70,229	\$105,342	Finance Director Fire Chief Public Works Director Planning Director
22	\$73,739	\$110,608	Police Chief
23	\$77,426	\$116,139	None

	FY 2020 Required (Debt Payments)	FY 2020 Recommended	Notes	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	Sustainability Check
TRANSPORTATION FUND										
Street Paving and Thoroughfare Improvements										
Street Paving:										
FY '21 Annual Street Resurfacing			skip every other year to build up reserves	\$320,000						
FY '23 Annual Street Resurfacing						\$320,000				
FY '25 Annual Street Resurfacing								\$320,000		
Intersection Improvements:										
N. Arendell @ Green Pace signal (design and construction)		\$200,000								
Shep. School @ Old Bunn signal (design '20, construction '21)		\$30,000	requires A. Lakes & Barrington participation	\$170,000						see note
Pearces @ Proctor analysis and design (roundabout v. signal)		\$10,000	public input 1st year, future assumes roundabout	\$120,000	\$500,000					see note
Judd @ N. Arendell signal			need may be realized post planning horizon							
Thoroughfare Improvements:										
North Arendell Widening Phase I			fund requirements depend upon bid prices							
North Arendell Widening Phase II			timing depends upon N. Arendell Phase I				\$350,000	\$125,000	\$1,625,000	not sustainable
Proctor/Pearces/Jonescorridor			timing depends upon N. Arendell Phase I		\$300,000	\$100,000	\$1,300,000			not sustainable
Gannon Avenue & Industrial Drive Loop			post planning horizon							
Old Bunn (High Used Cars to Karial Court)			timing depends upon N. Arendell Phase I	\$443,000	\$341,000	\$2,063,000				not sustainable
Reserves:										
Transportation Capital Reserves (unspent prop. tax revenue)		\$61,000	skip every other year to build up reserves		\$61,000		\$61,000		\$61,000	
Powell Capital Reserves (unspent gas-tax revenue)		\$99,000	skip every other year to build up reserves		\$99,000		\$99,000		\$99,000	
FY 20 Street and Thoroughfare Expenditures		\$400,000	Proposed FY 21 - FY 26 Expenditures	\$1,053,000	\$1,301,000	\$2,483,000	\$1,810,000	\$445,000	\$1,785,000	
Dedicated Property Tax and Powell Bill (gas-tax)		\$160,000		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	
Motor Vehicle Tax		\$30,000	increase tag fee by \$10	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
General Fund, FundBalance (GFFB)		\$155,000								
Transportation Impact Fees (development fees)		\$30,000	dedicated for intersection improvements	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
Transportation Impact Fee Reserves (unspent development fees)		\$25,000		\$35,000						
Autumn Lakes and Barrington fee-in-lieu										
Transportation Capital Reserves (unspent prop. tax revenue from previous yr)				\$61,000		\$61,000		\$61,000		
Transportation Capital Reserves (cumulative)				\$200,000						
Powell Capital Reserves (unspent gas-tax from previous year)			dedicated for paving projects	\$99,000		\$99,000		\$99,000		
Powell Capital Reserves (cumulative)				\$210,000						
Project Rollover/Savings										
FY 20 Street and Thoroughfare Revenues		\$400,000	Proposed FY 20 - FY 25 Revenues	\$825,000	\$220,000	\$380,000	\$220,000	\$380,000	\$220,000	

Greenway, Bicycles, Pedestrians										
2020 Annual Sidewalk Projects:										
N. Arendell: ZBC completion		\$35,000	approximately \$190/foot (light grading, no right of way acquisition)							
N. Arendell: North to Glenn		\$74,000	approximately \$280/foot (more significant grading, no right of way acquisition)							
GBP Reserves		\$6,000								
2021 Sidewalk projects:										
N. Arendell: Glenn to Lee			approximately \$320/foot (more significant grading,)	\$40,000						
GBP Reserves				\$20,000						
2022 Sidewalk projects										
GBP Reserves			skip years to build reserves as participatory requirement of CDBG or for larger expenditure project outside of CDBG parameters		\$65,000					
2023 Sidewalk projects										
GBP Reserves						\$70,000				
2024 Sidewalk projects										
GBP Reserves							\$75,000			
2025 Sidewalk projects										
GBP Reserves								\$80,000		
2026 Sidewalk projects										
E. Vance: Post Office to existing			assumes no retrofit of parking lot						\$380,000	
FY 20 Greenways, Bicycles, and Pedestrians Expenditures		\$115,000	Proposed FY 21 - FY 26 Expenditures	\$60,000	\$65,000	\$70,000	\$75,000	\$80,000	\$380,000	
Dedicated Property Tax Base										
		\$40,000	1/2 cent on FY '17 tax base	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	
Dedicated Property Tax Growth										
		\$15,000	approximately \$5k revenue growth / year	\$20,000	\$25,000	\$30,000	\$35,000	\$40,000	\$50,000	
GBP Reserves										
									\$290,000	
Development Fees										
		\$60,000	Duke site Fee-In-Lieu							
FY 20 Greenways, Bicycles, and Pedestrians Revenues		\$115,000	Proposed FY 21 - FY 26 Revenues	\$60,000	\$65,000	\$70,000	\$75,000	\$80,000	\$380,000	

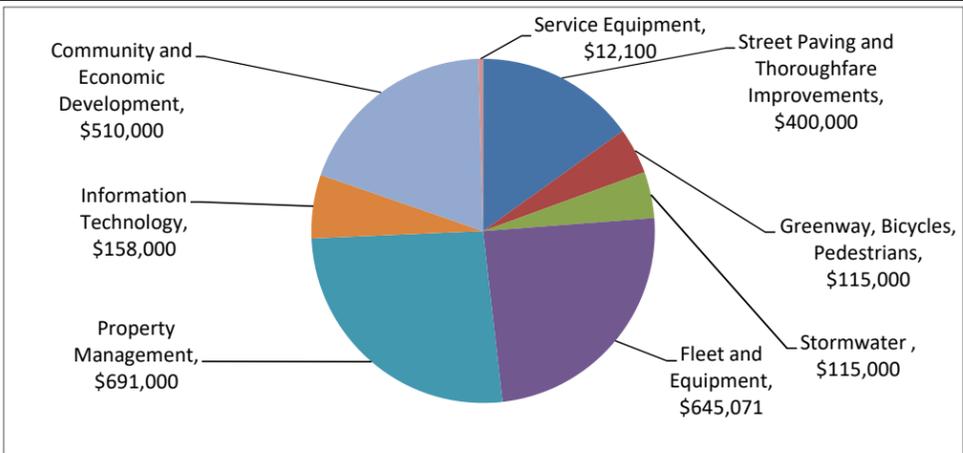
	FY 2020 Required (Debt Payments)	FY 2020 Recommended	Notes	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	Sustainability Check
STORM DRAINAGE FUND										
Stormwater										
W. Sycamore Street Outfall										
Easement Acquisition		\$50,000								
Phase I Construction (assumes 1000' section)			assumes \$450/ft., wait until N. Arendell done			\$454,000				
Phase II Construction (assumes 1000' section)			assumes \$450/ft. and 3% CPI							only if built post year
Little River Park Drainage Improvements			re-evaluate priority next year							
Stormwater Capital Reserves (deposit)		\$65,000		\$118,000	\$121,000		\$129,000	\$132,500	\$136,000	
FY 20 Stormwater Expenditures		\$115,000	Proposed FY 21 - FY 26 Expenditures	\$118,000	\$121,000	\$454,000	\$129,000	\$132,500	\$136,000	
Stormwater Capital Reserves (accumulated)						\$329,000				
Fees		\$115,000		\$118,000	\$121,500	\$125,000	\$129,000	\$132,500	\$136,000	
Project Rollover/Savings										
FY 20 Stormwater Revenues		\$115,000	Proposed FY 21 - FY 26 Revenues	\$118,000	\$121,500	\$454,000	\$129,000	\$132,500	\$136,000	

FLEET MANAGEMENT FUND	FY 2020 Required (Debt Payments)	FY 2020 Recommended	Notes	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	Sustainability Check
Fleet and Equipment										
Public Works: Swap Loader/ Dump Truck/ Leaf Body	\$54,600	\$54,600	funded by 2c Property Tax Dedication of \$160k	\$54,600						
1987 Ladder Replacement (#95)	\$90,771	\$90,771	funded by 1.7c dedicated to Fire Apparatus	\$90,771	\$90,771	\$90,771	\$90,771	\$90,771	\$90,771	
1997 Pumper Replacement (#91)	\$85,700	\$85,700	funded by 1.7c dedicated to Fire Apparatus	\$85,700	\$85,700	\$85,700	\$85,700	\$85,700	\$85,700	
Police: 2011 Ford Expedition (K9 vehiclc) replacement		\$56,000	vehicle has no further use in fleet and will be sold as surplus							
Police: 2008 Dodge Charger (patrol) replacement		\$37,000	vehicle has no further use in fleet and will be sold as surplus							
Police: 2008 Chevy Impala (detective) replacement		\$53,000	vehicle has no further use in fleet and will be sold as surplus. Budget number reflects purchase of SUV, that replacement will in-turn replace the Impala							
Police: 2003 Chevy Impala (Admin.) replacement		\$53,000	vehicle has remaining use and will be transferred to Town Hall departments							
Public Works: 2001 F450 Dump Replacement		\$120,000	vehicle has remaining use and will be transferred to Parks and Recreation							
Public Works: Hydraulic-driven Brine Sprayer		\$15,000	this equipment was requested last budget and pushed to this fiscal year							
Public Works: Mower		\$14,000								
Parks and Recreation: Mower		\$14,000								
Parks and Recreation: Field Rake		\$14,000								
Fire Fleet Reserve		\$38,000								
FY 2020 Fleet (see "Fleet Management Memo" in Requested Budget)			includes details of ~\$60k in requests not recommended (Property Management Debt retirement freed additional allocations to this fund)							
FY 2021 Fleet (see "Fleet Management Memo")			detailed evaluation of required future needs	\$700,500	support of fund is not sustainable, we're evaluating outsourcing management					
FY 2022 Fleet (see "Fleet Management Memo")			detailed evaluation of required future needs		\$586,500					not sustainable
FY 2023 Fleet (see "Fleet Management Memo")			detailed evaluation of required future needs			\$654,000				not sustainable
FY 2024 Fleet (see "Fleet Management Memo")			detailed evaluation of required future needs				\$400,000			ok
FY 2025 Fleet (not included in "Fleet Management Memo", minimum allocation shown)								\$160,000		ok
FY 2026 Fleet (not included in "Fleet Management Memo", minimum allocation shown)									\$160,000	
FY 2027 Fleet (beyond CIP horizon)			Retire Engine #91 debt, begin payments on Engine #94 replacement (increased vehicle cost covered by growth in property tax base of fire apparatus tax)							
FY 2030 Fleet (beyond CIP horizon)			Begin Engine #92 replacement payments (dedicated tax won't aborb this addition, will "buy-down" purchase with accrued savings & equipment sales)							
FY 20 Fleet Expenditures	\$54,600	\$645,071	Proposed FY 21 - FY 26 Expenditures	\$931,571	\$762,971	\$830,471	\$576,471	\$336,471	\$336,471	
Dedicated Property Tax		\$160,000		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	
Growth of 5c property tax base dedicated to "Capital"		\$184,669								
Dedicated Property Tax for Fire Vehicles		\$176,471		\$176,471	\$176,471	\$176,471	\$176,471	\$176,471	\$176,471	
County Cost share		\$38,000		\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	
Property Fund Budget redirected		\$21,331								
FY 16 Retired Debt (retired debt returns to the fund of origin)		\$64,600		\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	
FY 17 Retired Debt (retired debt returns to the fund of origin)					\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	
Fleet and Equipment Reserve (includes savings and sale of fixed assets)				\$30,000						
FY 20 Fleet Revenues		\$645,071	Proposed FY 21 - FY 26 Revenues	\$469,471	\$494,471	\$494,471	\$494,471	\$494,471	\$494,471	

	FY 2020 Required (Debt Payments)	FY 2020 Recommended	Notes	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	Sustainability Check
Service Equipment & IT FUND										
Service Equipment										
Fire: Debfribrillators		\$8,100								
Police: Debfribrillators		\$4,000								
Police: Body Cameras - Phase I			push to FY 21 (fully implement pilot program)	\$10,000						
FY 2021										ok
Fire: Debfribrillators				\$8,100						
Police: Debfribrillators				\$4,000						
Police: Body Cameras - Phase II			push to FY 22 (complete Phase I)		\$20,000					
FY 2022										ok
Fire: Debfribrillators						\$5,400				
Police: Debfribrillators						\$4,000				
FY 2023										ok
Police: Debfribrillators							\$4,000			
Police: Handguns							\$9,100			
FY 2024 Fleet (max allotment shown)								\$20,000		ok
FY 2025 Fleet (max allotment shown)									\$20,000	ok
FY 20 Service Equipment Expenditures		\$12,100	Proposed FY 21 - FY 26 Expenditures	\$22,100	\$20,000	\$9,400	\$13,100	\$20,000	\$20,000	-
				\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	
Growth of 5c property tax base		\$8,860								
Service Equipment Reserve			create through resolution in FY 19							
Property Tax Over Collections										
County share (42%)		\$3,240		\$3,240	\$2,160	\$2,160				
FY 20 Service Equipment Expenditures		\$12,100	Proposed FY 21 - FY 26 Revenues	\$23,240	\$22,160	\$22,160	\$20,000	\$20,000	\$20,000	
Information Technology										
Police Radios - Phase II		\$76,000								
Computers		\$82,000								
FY 2020 IT (see "IT Memo" in Requested Budget)			includes details of ~\$45k in requests not recommended (Property Management Debt retirement freed additional allocations to this fund)							
FY 2021 IT (max allotment shown)				\$50,000						
FY 2022 IT (max allotment shown)					\$50,000					ok
FY 2023 IT (max allotment shown)						\$50,000				ok
FY 2024 IT (max allotment shown)							\$50,000			ok
FY 2025 IT (max allotment shown)								\$50,000		
FY 2026 IT (max allotment shown)									\$50,000	ok
FY 20 IT Expenditures		\$158,000	Proposed FY 21 - FY 26 Expenditures	\$50,000						
Property Fund Budget redirected										
Growth of 5c property tax base dedicated to "Capital"				\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	
General Fund Fund Balance		\$58,000								
Project Rollover/Savings										
Tower Lease Payment		\$100,000								
County share (42%)		\$0								
IT Reserve										
FY 20 IT Revenue		\$158,000	Proposed FY 21 - FY 26 Revenues	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	

PROPERTY MANAGEMENT FUND	FY 2020 Required (Debt Payments)	FY 2020 Recommended	Notes	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	Sustainability Check
Property Management										
FY '09 Debt Service - Bonds (Mun. Complex)	303,925		Debt retired FY '29	\$296,050	\$288,175	\$280,300	\$272,425	\$264,550	\$256,675	
Debt Service - Installment Loan (Bldg Maint. - FY 2014 Projects)	50,750		Debt retired FY '23	\$49,550	\$48,400	\$47,225				
Fire Station: Site Acquisition		\$500,000								
Police Station: Parking		\$25,000								
Facility Safety/Security Improvements: PW Automated Gate		\$20,000								
Park Maintenance: Whitley Park Restroom		\$16,000								
Park Maintenance: Community Park Shelters		\$8,000								
Park Maintenance: Wakelon Elementary Fields		\$50,000								
Park and Town Hall Expansion: GSK Field Improvement		\$2,000								
Facility Maintenance: PW HVAC and Water Heaters		\$55,000	this equipment was requested last budget and pushed to this fiscal year							
Facility Maintenance: Town Hall LED exchange		\$15,000	this equipment was requested last budget and pushed to this fiscal year							
FY 2020 Property Management (see "Property Management Memo")			includes details of ~\$565k in requests not recommended. Downtown trash cans moved to CED Fund. \$58k under budget moved to IT							
FY 2021 Property Management (see "Property Management Memo")				\$1,400,000						
Fire Station Construction			15-yr. note: Tax growth, Retired Debt, County		\$348,000	\$348,000	\$348,000	\$348,000	\$348,000	
FY 2022 Property Management (see "Property Management Memo")					\$555,000					not sustainable
FY 2023 Property Management (see "Property Management Memo")						\$300,000				not sustainable
FY 2024 Property Management (max allotment shown)							\$1,600,000			ok
FY 2025 Property Management (not included in "Property Management Memo", minimum allocation shown)								\$40,000		
FY 2026 Property Management (not included in "Property Management Memo", minimum allocation shown)									\$40,000	
FY 20 Property Expenditures		\$691,000	Proposed FY 21 - FY 26 Expenditures	\$1,400,000	\$903,000	\$648,000	\$1,948,000	\$388,000	\$388,000	
Dedicated Property Tax			redirected to Fleet with debt retirement	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	
Growth of 5c property tax base dedicated to "Capital"			redirected to Fleet with debt retirement	\$80,000	\$90,000	\$100,000	\$110,000	\$120,000	\$130,000	
County Cost Share			assumes County will cost share at 42%	\$350,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	
General Fund Fund Balance		\$500,000		\$225,150						
Capital Reserve Balance									\$50,000	
Stadium Reserve										
Retired Debt (returns to fund of origin)		\$191,000		\$250,000	\$250,000	\$250,000	\$250,000	\$300,000	\$300,000	
FY 20 Property Revenue		\$691,000	Proposed FY 21 - FY 26 Revenues	\$945,150	\$530,000	\$540,000	\$550,000	\$610,000	\$670,000	

	FY 2020 Required (Debt Payments)	FY 2020 Recommended	Notes	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	Sustainability Check
COMMUNITY & ECONOMIC DEVELOPMENT FUND										
Community and Economic Development										
Business Retention and Expansion Program		\$35,000	this replaces Chamber's CED agreement	\$40,000	\$45,000	\$50,000	\$55,000	\$60,000	\$65,000	
Downtown Overlay District Improvements										
Trash Cans		\$10,000								
Streetscape Match (e.g. public art/sculptures)		\$10,000		\$5,000	\$5,000	\$5,000	\$5,000	\$10,000	\$5,000	
Facade Improvement Grants		\$10,000		\$5,000	\$5,000	\$5,000	\$10,000	\$10,000	\$5,000	
Market Analysis				\$19,000						
Building Re-use Internal Improvement Revolving Loan			GFFB seeded, taper down as loans repaid	\$50,000	\$40,000	\$30,000	\$20,000	\$10,000	\$0	
Town Commons		\$25,000								
Downtown Associate Program (formerly Main Street Program)		\$10,000	will eventually require Downtown Director @ 20 hrs./week							
Comprehensive Plan: Transportation Plan & Land Use update		\$300,000	Rollover (GFFB (\$300k))							
Comprehensive Plan: Parks and Recreation Master Plan		\$95,000								
Unified Development Ordinance		\$15,000								
Comprehensive Plan: Wayfinding			Initiate after Branding project	\$50,000	\$50,000					
FY 20 CED Expenditures		\$510,000	Proposed FY 21 - FY 26 Expenditures	\$169,000	\$145,000	\$90,000	\$90,000	\$90,000	\$75,000	
Dedicated Sales Tax Base		\$10,000		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
Dedicated Sales Tax Growth		\$40,000		\$50,000	\$60,000	\$70,000	\$80,000	\$90,000	\$100,000	
Growth of 5c property tax base dedicated to "Capital"		\$15,000								
Project Rollover/Savings		\$395,000	Unspent Comp., Façade, Street, Shed							
Downtown Improvement Grant (General Assembly)		\$50,000								
General Fund Fund Balance				\$109,000	\$75,000	\$60,000				
FY 20 CED Revenues		\$510,000	Proposed FY 21 - FY 26 Revenues	\$169,000	\$145,000	\$140,000	\$90,000	\$100,000	\$110,000	
GRAND SUMMARY										
Expenditure Destination			Revenue Source							
Street Paving and Thoroughfare Improvements	-	\$400,000	Property Tax (dedicated and growth)	\$760,000						
Greenway, Bicycles, Pedestrians	-	\$115,000	General Fund Fund Balance	\$776,331						
Stormwater	-	\$115,000	Sales Tax (dedicated and growth)	\$50,000						
Fleet and Equipment	-	\$645,071	County Cost Share	\$41,240						
Property Management	-	\$691,000	Capital and Stormwater Reserve Balance	\$0						
Information Technology	-	\$158,000	Motor Vehicle Tax	\$30,000						
Community and Economic Development	-	\$510,000	Fleet and Equipment Reserve (includes savings and s	\$0						
Service Equipment	-	\$12,100	Property Tax Over Collections	\$0						
			Development	\$115,000						
			Fees	\$115,000						
			Grants	\$50,000						
			Project Savings / Rollover (Deposited into GFFB)	\$395,000						
			Debt Retirement	\$313,600						
		\$2,646,171		\$2,646,171						



Memo



To: Joe Moore, Town Manager

From: Chris D. Ray, Public Works Director

CC: Mary Duffy, Adm. and Contracts Manager

Date: April 25, 2019

Re: FY2020 Street CIP

The Streets Committee met recently to discuss the capital improvements needs for streets. The committee consisted of the following members:

- Chris Ray, Public Works Director
- Mary Duffy, Adm. and Contracts Manager
- Jason Brown, Construction Inspector Supervisor

The committee developed criteria to assess needs and projects. The criteria focused on the following considerations:

- Annual Street Survey/Database
- Maintenance record - Are we constantly "fixing" something that should be replaced?
- Useful life - Has the item reached its useful life expectancy or where it is at in the life cycle?
Is it essential to maintain useful life?
- Safety - Are we addressing a hazard/OSHA/ Govt. mandate? (Federal, state, local)
- Does it solve a problem, fulfill a need (ours or community), expand a service, and increase efficiency?
- What are the consequences or implications if we don't do it or defer it?
- What are our alternatives?
- Is the success of this project related to another project? Does the timing of this project affect another project?
- What is the possibility of cost escalation over time?
- Are all costs included? (land, easements, engineering, professional fees, contingency, studies)
Who prepared the cost estimate? (staff, engineer, construction means data)
- Is a Preliminary Engineering Report or Feasibility study needed?

After thorough discussion of existing and future needs, plus considering the evaluation criteria established, the Streets Management Committee determined the following list of projects as having the highest priority for FY2020:

- **Phase II – North Arendell Ave – Design and Survey - \$350,000**

- The development of a major street improvements project takes 4-6 years depending upon the success of grant applications to CAMPO/LAPP. During FY2020 the Town will begin the construction of Phase 1 on N. Arendell Ave. Now is the perfect time to begin the design process for Phase II of the project. Phase II has outline in the 2012 CDM Smith Engineering take the project north of Phase 1 to Green Pace and to the realignment of Riley Hill Road. The next phase of design will be longer and have more traffic features whereas the existing project has more idiosyncrasies. The project will be similar to phase one with environmental studies for endangered species, Phase I and II environmental reports for underground storage tanks, Green Pace Road Traffic Signal, and realignment of Riley Hill Road. This Phase of the project is estimated to take 12-18 months to include selection of consultant.



	Description – Fy2020	Cost
1	Engineering Design	\$220,000
2	Survey – Level A	\$20,000
3	Survey – Level B	\$45,000
4	Easement Plats with Meets and Bounds	\$7,500
5	Easement Staking	\$10,000
6	Project Contingency @ 15%	\$45,375
7	Project Sub-total	\$347,875
	Project Budget	\$350,000

Phase II of the North Arendell Ave Roadway Widening project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands. In 2015, the average roadway traffic for this section of Arendell Ave is over 13,000 trips a day

- **Intersection Service Level – Conceptual Design and Cost Estimating - \$49,975**

- During FY 2019-2020, WSP completed Intersection Level of Service Analysis for seven major intersections in town.
 - ❖ Old Bunn Road/Proctor Street and Shepard School Road
 - ❖ Judd Street and Arendell Ave
 - ❖ Gannon and US 264 East
 - ❖ Gannon and US 264 West
 - ❖ NC 39 and 264 East
 - ❖ NC 39 at US 264 West

The intersections graded from an F at PM peak to a B at AM peak for Level of Service (LOS). Phase II of the project will develop conceptual designs for each intersection based on GIS data to obtain preliminary impacts to any properties, utilities, existing intersections and etc. The contractor will complete estimates that will include ROW acquisition, construction cost, and other contingencies (utility relocation, design, inspection, and cost escalation).

Completion of the Intersection Service Level project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands. As the Town grows the first areas to notice congestion is at our intersections. The completion of this project will allow staff to better plan and understand how to meet the Town’s intersection infrastructure needs.

- **Arendell and Green Pace Road Signal Installation - \$200,000**

- The Arendell Ave and Green Pace Road intersection has met warrant analysis conditions for a signal light installation according to NCDOT engineer John Sandor, PE. Unfortunately, NCDOT has not budget any funds for installation of signal and turn lanes. Due to the unsafe conditions at the intersection, it is recommended that the Town of Zebulon make this investment. The project scope would include survey, design, roadway widening for left turn lanes, wooden poles and traffic signals

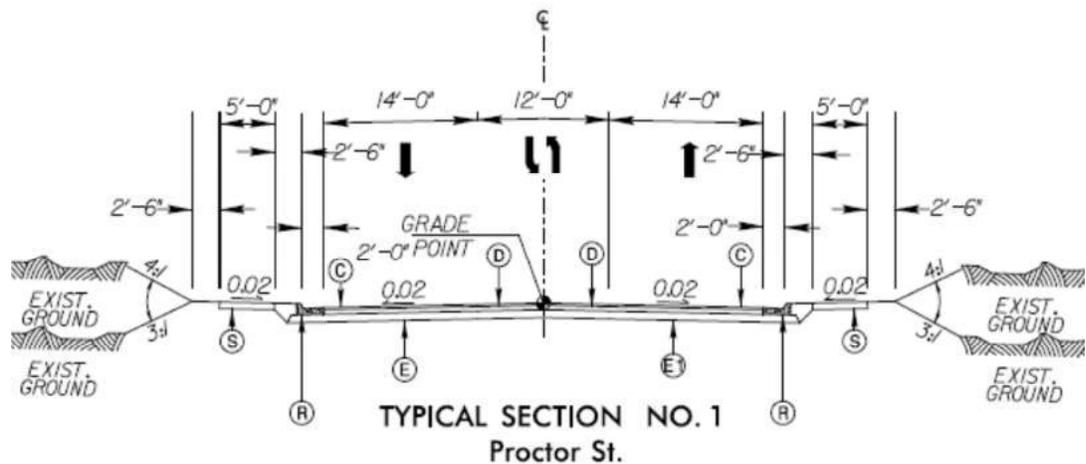
	Description – Fy2020	Cost
1	Signal Construction – Wooden Poles	100,000
2	Roadway Construction – Left Turn Lanes	37,500
3	Design Cost @ 22%	30,250
4	Survey and Geotechnical Allowance	\$5,000

5	Contingency @ 20%	\$27,000
6	Project Sub-Total	\$199,750
	Project Budget	\$200,000

Signal installation at Greenpace project is consistent with the 2030 Strategic Plan of "Growing Smart" by planning our roadway infrastructure strategically to meet our and expected transportation demands. Currently, staff receives the most complaints about congestions at this location. Due to the delays and lack of turning lanes, vehicle traffic is taking increased risks when merging into or crossing oncoming traffic.

- **Proctor Street – Corridor Project – Design Phase - \$575,000**

- The newly planned subdivisions (Shepard point, Autumn Lakes, Barrington) along Old Bunn Road are projected to have significant impacts to area roadways. In an effort to get ahead of this planned residential development, staff is recommending to begin the design phase of widening Proctor Street from Arendell Ave to High's Used Cars at Shepard School Road. The widening will consist of a three lane road section, 14' travel lanes with 12' turn lane. The roadway will have sidewalks on both sides of the roadway.





Layout of Roundabout at Pearce's Road/Proctor Street Intersection
 Installation of a roundabout is projected reduce crashes by 78% according to a 2016 report by Will Letchworth, PE

	Description – Design - Fy2020	Cost
1	Roadway Design	\$428,688
2	Survey – Level A	\$53,584
3	Survey – Level B	\$40,188
4	Subtotal	\$522,440
5	Contingency @ 10%	\$52,244
6	Project Sub-Total	\$574,684
	Project Design Budget	\$575,000

	Description – Proctor Corridor Widening	Cost
1	Engineering Budget	\$575,000
2	ROW Acquisition Budget	\$214,000
3	Construction	\$2,680,000
	Project Budget Estimate	\$3,469,000

Proctor Street Roadway improvements project is consistent with the 2030 Strategic Plan of "Growing Smart" by planning our roadway infrastructure strategically to meet our and expected transportation demands.

- **Proctor/ Pearce's and Jones Street – Design**

- The newly planned subdivisions (Shepard point, Autumn Lakes, Barrington) along Old Bunn Road are projected to have significant impacts to area roadways. In an effort to get ahead of this planned residential development, staff is recommending to begin the design phase of widening of Pearce's Road to three lane section Sheetz to Lucas Street, installation of a roundabout at Pearce's and Proctor with roadway transitions, intersection improvements of turn lanes at Jones Street and roadway widening to three lanes on Proctor between roundabout and Jones Street. Engineer will use information from the Preliminary Engineering Data from 2016 Pearce/Proctor and Jones Street Study.

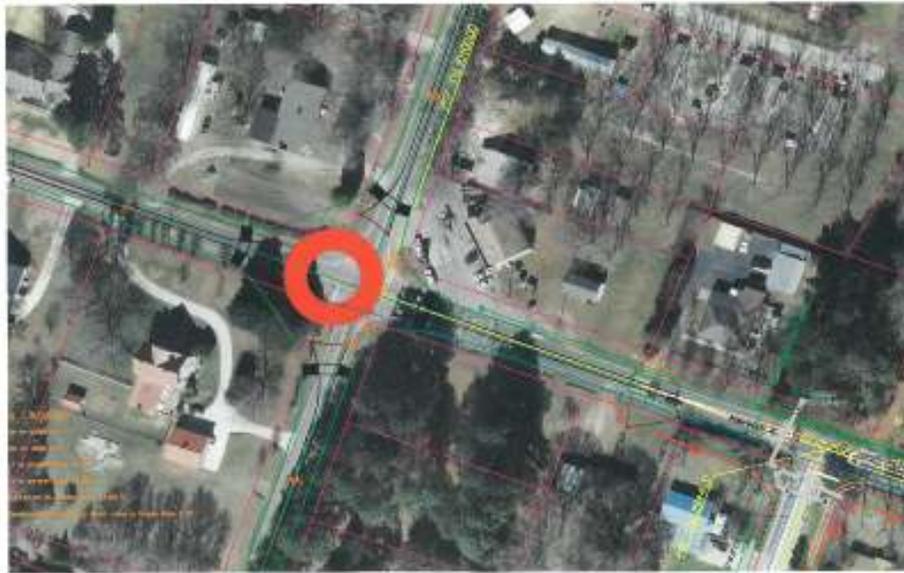
	Description – Proctor/Pearce Jones Roadway Improvements	Cost
1	Roadway Design	\$172,000
2	Survey –Level A	\$ 9,500
3	Survey – Level B	\$19,000
	Subtotal	\$200,500
	Engineering Contingency @ 10%	\$20,000
	Project Budget Estimate	\$220,500



Proctor Street Roadway improvements project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands.

- **Proctor/ Pearce's Roundabout – Design Only**

- The newly planned subdivisions (Shepard point, Autumn Lakes, Barrington) along Old Bunn Road are projected to have significant impacts to area roadways. In an effort to get ahead of this planned residential development, the consultants with WSP have recommend the installation of a round-about at Pearce's and Proctor to address the safety concerns and accidents at this location.



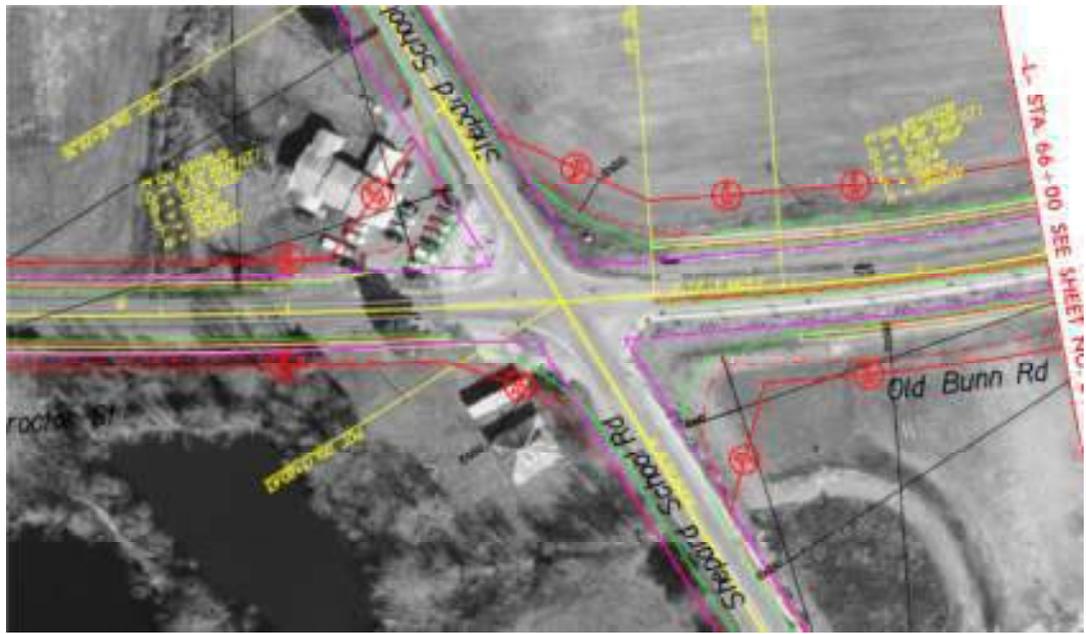
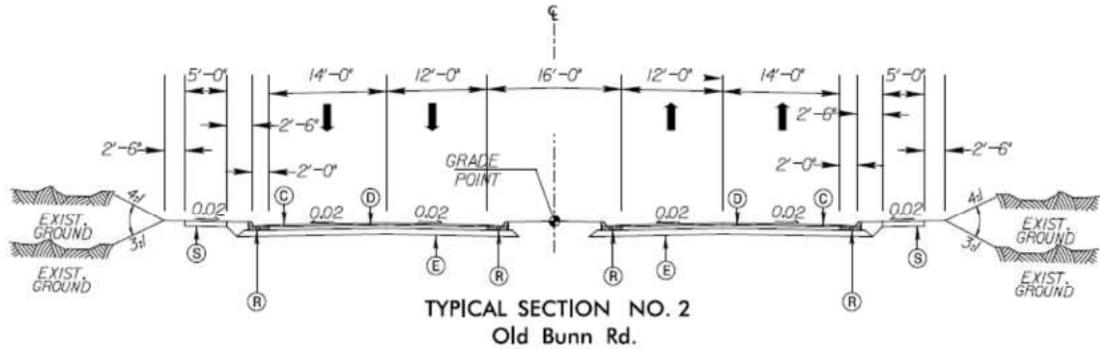
	Description – Design - Fy2020	Cost
1	Roadway Design	\$95,000
2	Survey – Level A	\$7,500
3	Survey – Level B	\$6,000
4	Subtotal	\$108,500
5	Contingency @ 10%	\$10,800
6	Project Sub-Total	\$119,300
	Project Design Budget	\$120,000

	Description – Roundabout Cost	Cost
1	Engineering Budget	\$120,000
2	ROW Acquisition Budget	\$16,000
3	Construction	\$477,000
	Project Budget Estimate	\$613,000

Pearce's and Proctor Roundabout improvements project is consistent with the 2030 Strategic Plan of "Growing Smart" by planning our roadway infrastructure strategically to meet our and expected transportation demands.

Old Bunn Widening Ph. 1 –Shepard School to Karial Court – Design, and Surveying - \$443,000

- The newly planned subdivisions (Shepard point, Autumn Lakes, Barrington) along Old Bunn Road are projected to have significant impacts to area roadways. In an effort to get ahead of this planned residential development, staff is recommending to begin the design phase of widening Old Bunn Road from High's Used Cars on Proctor to Karial Court. The widening will consist of a four lane road section 14' and 12' travel lanes with 16' median with sidewalks on both sides



The intersection above is planned to have new traffic signal with Galv. Poles and masts arms with turn lanes. The intersection will transition from three lane roadway section on Proctor to 4 lane roadway on Old Bunn roadway.

	Description – Design - Fy2020	Cost
1	Roadway Design	\$329,940
2	Survey – Level A	\$30,932
3	Survey – Level B	\$41,242
4	Subtotal	\$402,114
5	Contingency @ 10%	\$40,211
6	Project Sub-Total	\$442,325
	Project Design Budget	\$443,000

	Description – Old Bunn Widening –Phase 1	Cost
1	Engineering Budget	\$443,000
2	ROW Acquisition Budget	\$341,000
3	Construction	\$2,063,000
	Project Budget Estimate	\$2,847,000

Old Bunn Roadway improvements project is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands.

Industrial Drive – 2nd Entrance Design- \$331,281.00

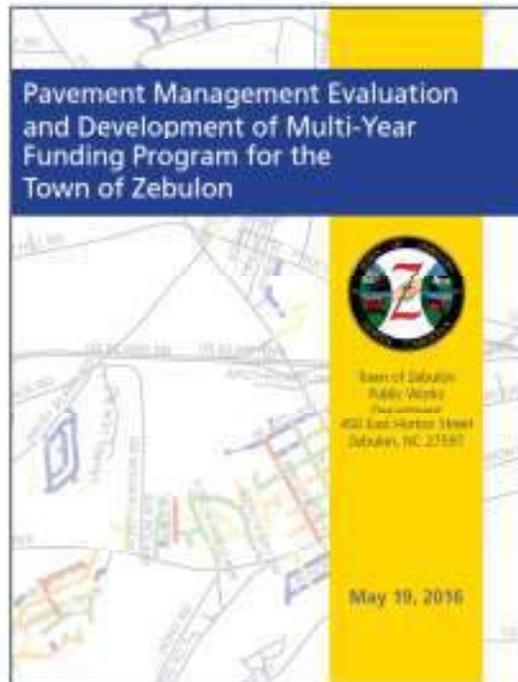
- Zebulon Industrial Park is growing with new business, expansion of operations at Normacor and expansion of East Wake Academy that a second entrance is needed. Approximately, one year ago NCDOT installed a traffic signal at Industrial Drive in an effort to ease the congestion at peak hours. The long term success to the industrial park is predicated on the development of a second entrance.



	Description – Design - Fy2020	Cost
1	Roadway Design	\$258,674.00
2	Survey – Level A	\$25,866.00
3	Survey – Level B	\$34,490.00
4	Subtotal	\$301,164.00
5	Contingency @ 10%	\$30,117.00
6	Project Sub-Total	\$333,281
	Project Design Budget	\$332,000

Development of an 2nd entrance to the industrial park is consistent with the 2030 Strategic Plan of “Growing Smart” by planning our roadway infrastructure strategically to meet our and expected transportation demands.

One of the highest valued town assets is the approximately 25 miles of roadway as of June 30, 2019 with an estimated value in excess of \$18 million. This infrastructure asset can quickly lose its value through a lack of maintenance due to inadequate funding. Studies have shown that every additional dollar spent of preventative maintenance treatments saves up to ten dollars in future rehabilitation cost. The current funding level of \$160,000 dollars annually is insufficient to meet our paving needs outline the 2016 report below. The delays in paving is eliminating the use of preservation techniques such as slurry and cape seal paving.



Staff recommends an additional investment in existing roadways is needed to catch-up and keep pace with the roadway useful life. Staff recommends that in addition to the \$160,000 dedicated to paving that another \$100,000 annually be dedicated to meet recommendations outline in the 2016 report. See table below.

Table 3: Pavement Management Program Options

OVERALL CONDITION	OPTION	STRATEGY	CONDITION @ YEAR 8	8-YEAR AVERAGE ANNUAL COST
POOR	A	Do nothing	66.2	No Cost
MODERATE	B	Address worst streets first @ \$151,000 per year	75.2	\$151,000
FAIR	C	Address only pavements PCI < 60 each year	82.1	\$293,302
GOOD	D	Eliminate poor streets in 5 years with timed treatments based on PCI	94.3	\$228,203
GOOD	E	Eliminate poor streets in 8 years with timed treatments based on PCI	93.5	\$295,021

Over the next ten years, the biggest challenge the Town of Zebulon will face is the stress and impact of growth on its local and rural streets. To meet this challenge, the committee recommends the immediate completion of updating the Town of Zebulon Transportation Plan. The plan updates would ensure Zebulon transportation goals are met by recognizing current and potential growth corridors and establishing standards for future developments along these corridors for appropriate infrastructure installation, right-a-way widths and sidewalk connectivity.

Secondly, the committee recommends the investment in new roadway design and construction along Proctor, Pearce and Old Bunn Road areas to address the expected significant growth in that area.

Memo



To: Joe Moore, Town Manager

From: Greenways, Bicycles, and Pedestrian Improvements Committee

Date: April 1, 2019

Re: FY2020 Greenways, Bicycles and Pedestrian Improvements

The Greenways, Bicycles, and Pedestrian Improvements Committee met recently to discuss the capital improvements needs. The committee consisted of the following members:

- Sheila Long, Parks and Recreation Director (chair)
- Chris Ray, Public Works Director
- Teresa Piner, Interim Planning Director
- Meade Bradshaw, Asst. Planning Director
- Mary Duffy, PW Adm./Contracts Manager

The committee developed criteria to assess needs and projects. The criteria focused on the following considerations:

- Is the project part of a Town Adopted Plan or does it support goals of other plans? (Transportation Plan, Greenway, Bicycle & Pedestrian Master Plan)
- Maintenance record - are we constantly fixing something that should be replaced?
- Useful life - has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life?
- Safety - Are we addressing a hazard/OSHA/government mandate? (Federal, state, local)
- Does it solve a problem, fulfill a need, expand a service, and increase efficiency?
- What are the consequences or implications if we do not do it or defer it?
- Renovation or new construction - does it only satisfy our immediate need or will it allow for future growth?
- Is the success of this project related to another project? Does the timing of this project affect another project?
- What is the possibility of cost escalation over time?

- Is a Preliminary Engineering Report or Feasibility study needed?
- What are the financing resources? (GFFB, fees, grants, leases, private donations, loans, G O bonds, revenue bonds)
- Is funding source secured? (Ex. Already have fee-in-lieu, grant awarded)
- Does it increase or reduce operating cost? Note: recurring expenses such as water/sewer/ electricity

For FY2020, the Greenways, Sidewalks and Pedestrian Improvements Committee determined the following list of projects as having the highest priority:

Beaverdam Creek Greenway - Phase I - \$1,662,524

The proposed greenway is a 10-wide asphalt trail of approximately 5100 LF or .966 miles between Spiderlily Court (Taryn Meadows Subdivision) and Phippen Road (Weavers Pond Subdivision and greenway, Wakelon School and Park that will be a safe bike/pedestrian route for all our citizens and alternate means of transportation for over 1997 households located within a half a mile radius from the heart of the greenway with the Taryn Lake, Taryn Creek, Weavers Pond, Woody Honeycutt, Tony Moore Property and Johnny Watson Development. The design, easement acquisition, and permitting are complete. *The project is shovel ready.*



The Wake County Open Space Grant in the amount of \$228,625 expires on June 30, 2020. The grant requires construction of a greenway connection between Taryn Meadows at Spiderlily Court to Wakelon Elementary School Park.

We recently received a second grant from the North Carolina Park and Recreation Trust Fund Grant in the amount of \$90,230. The grant expires on 11/30/2021.

With both grants in hand, we have 1,144,969 dollars available for construction. We have invested to date approximately \$265,341 dollars in design, easement acquisition and mitigation impacts.

	Expenses to date	Cost
1	Engineering Design and Permitting	\$237,000
2	Easement Acquisition	\$ 10,080
3	Easement Mitigation Impacts	\$ 18,261
	Total investment	\$265,341

To date the design team and staff have secured the following permits:

- ❖ Erosion and Sediment Control Permit - NCDEMLR
- ❖ NC 401 Water Quality Certification - NCDWR
- ❖ NC 404 Nationwide Permit - US ACE
- ❖ NC Non-rise certification - NCDPS

	Description - Non Federal Project - Construction Expenses	Cost
1	2018 Construction Cost	\$1,183,055
2	2019 Construction CPI @ 10%	\$ 118,306
3	Construction Contingency @ 12%	\$ 156,163
4	Construction Contract Administration	\$25,000
5	Construction Inspection Allowance	\$125,000
6	Geotechnical Allowance	\$15,000
	Opinion of probable cost estimate	\$1,622,524

	Description - Revenue Sources for Construction	Cost
1	Wake County Grant -existing	\$228,625
2	PARTF Grant -existing	\$90,230
3	Cypress Creek Fee in lieu - existing	102,235
4	General Fund Contribution - FY 2019 -existing	618,352
5	Taryn Lake Recreation Fee balance - existing	97,687
6	Weavers Pond - Amenities - existing	\$7,840

7	2019/2020 Greenway Impact Fee - proposed	\$150,000
8	FY 2021 and FY2022 Impact Fee Advancement - proposed - internal financing	\$300,000
9	½ tax contribution for walkability- proposed	\$27,555
	Total Revenue	\$1,622,524

As part of this greenway planning process, a survey was conducted online and at the Farm Fresh Market on April 22nd, 2017. Of the 270 respondents, 94% were in favor of building a greenway trail network in Zebulon.

PLANWake Participate feedback from county residents to date shared that two of the top five responses were:

- ❖ Creating walkable environments
- ❖ Protection of natural lands and open space

Greenways accomplish both of these priority goals



The construction of Beaverdam Creek Greenway Phase 1 is consistent with “Small Town Life” by increasing the connectedness and walkability of the community, creating and enhancement of more community gathering places and opportunities to have community events such as 5 K races on the trail. The construction also provides alternative transportation methods meeting the Town’s goal of “Growing Smart”

Implementation of a Greenway Impact Fee as permitted by special legislation from the 1989 North Carolina General Assembly to the Town of Zebulon and amended in 2015 will allow an additional funding source for walkability besides General Fund Tax dollars. This dedicated funding will support design, easement acquisition and construction of greenways. This fee will be applied to new home development.

Sidewalks FY 2020- East Judd Street Sidewalks: \$242,000

Staff is recommending the installation of sidewalks on the north side of East Judd to provide connectivity between the Shepard School Road and Arendell Avenue sidewalks. The scope of work includes installation of 1200 LF of 5’ sidewalks, concrete driveway aprons, and regrading of existing drainage swall. The estimated cost of the project is \$242,000. This section of sidewalk would allow residents along Shepard School Road connect to the Wake County Eastern Regional Facility by sidewalk.



	Description	Cost
1	Construction	\$129,870
2	2020 Construction CPI @15%	\$ 19,481
3	Construction Contingency @ 20%	\$ 29,870
4	Construction Inspection Allowance	\$ 10,800
5	Engineering Allowance	\$ 47,000
6	Geotechnical	\$ 4,000
	Project Total	\$241,042
	Project Budget	\$242,000

The construction of East Judd Street Sidewalks is consistent with “Small Town Life” connecting designations such as Town Hall with the Boys and Girls Club, and Zebulon Middle School. Through the construction of this missing link sidewalk, we will improve the connectedness and walkability of the Town of Zebulon.

The failure to construct the sidewalk will lead to more individuals and children forced to walk in the roadway while traveling from Shepard School Road to a designation such as Town Hall or the east Regional Center.

Pedestrian Signal Improvements FY 2020: \$27,000

We are proposing investment in pedestrian crosswalk signals at the intersection of Arendell and Dogwood as part of the N. Arendell Ave Access and Operational Project. This project will coordinate the stoplight at Dogwood and Arendell with pedestrian crosswalk signals. The signals will improve pedestrian improvements along Arendell Ave to Dogwood Drive Sidewalk and ultimately connecting to the East Regional Center, Zebulon Library and Zebulon Elementary School Park.



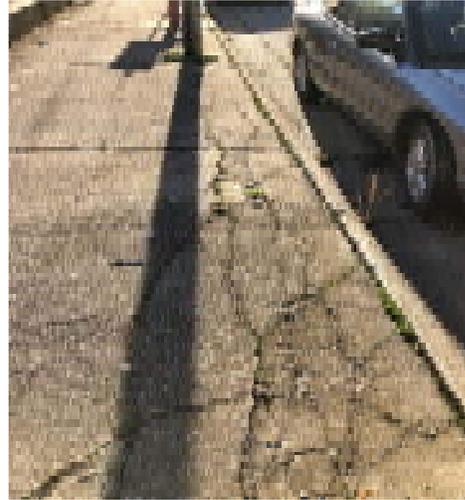
	Description	Cost
1	Crosswalk Pedestals	\$15,000
2	Crosswalk Striping	\$ 1,200
3	Construction CPI @ 15%	\$ 2,430
4	Subtotal	\$18,630
5	Engineering Design Allowance	\$ 4,500
6	Construction Contingency @ 20%	\$ 3,726
7	Construction Estimate	\$26,856
	Construction Budget	\$27,000

We recommend adding this to the construction scope of N. Arendell Ave Access and Operational Improvements Project as it is consistent with improving safety and walkability goals under "Small town Life" initiative of the Zebulon 2030 plan.

If this project is not added to the larger project it is reasonable to believe the cost to construct as a standalone project will be significantly higher at a future date.

Sidewalk Repairs @ 200 Block of East Horton Street -\$45,000

The project consist of removal and replacement of approximately 185 Lf of 8' wide sidewalk. The sidewalk is broken in multiple places and during the summer months is full of grass along the joints and broken sections. Hollins Construction provided an estimate on November 6th for the project.



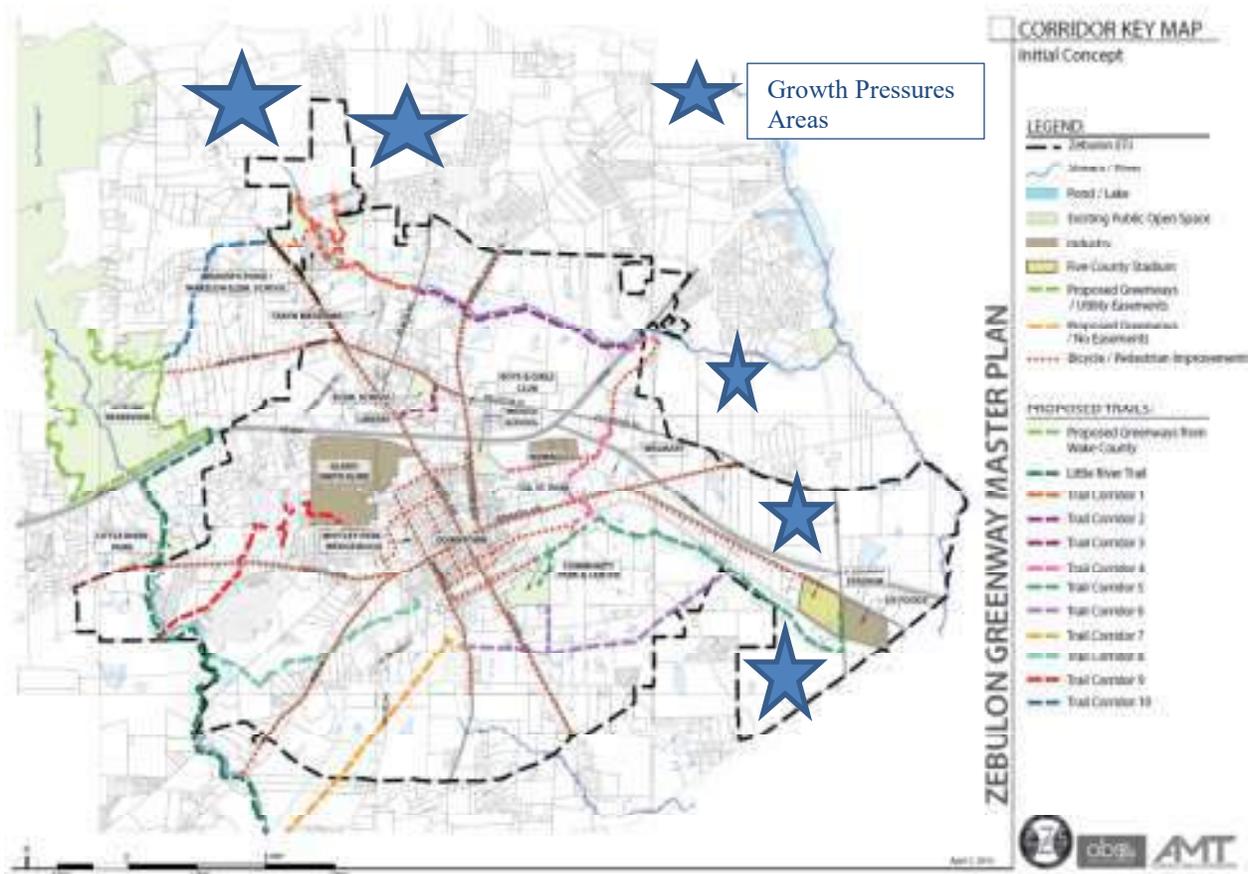
	Description	Cost
1	Construction	\$ 32,300
2	Construction CPI @ 15%	\$ 4,846
3	Subtotal	\$ 37,146
4	Construction Contingency @ 20%	\$ 7,429
5	Total Construction Estimate	\$44,575
	Construction Budget	\$45,000

This project will be fully administer by Zebulon Public Works since it does not require establishment of new grades and ADA access improvements. The project is consistent with “Vibrant Downtown” as it helps to revitalize downtown by replacing sidewalk in poor condition and also improves walkability of the downtown area.

If funding is not appropriated the sidewalks will remain in poor condition with the potential to cause a tripping hazard.

2015 Greenway Master Plan update - \$ 40,000

Due to the expediential growth in Zebulon in recent years, there are areas to the north near Weavers Pond and toward the Stadium that had not been accounted for in the development of the 2015 Greenway Master Plan. Without a plan it is difficult to get developers to invest in greenways.



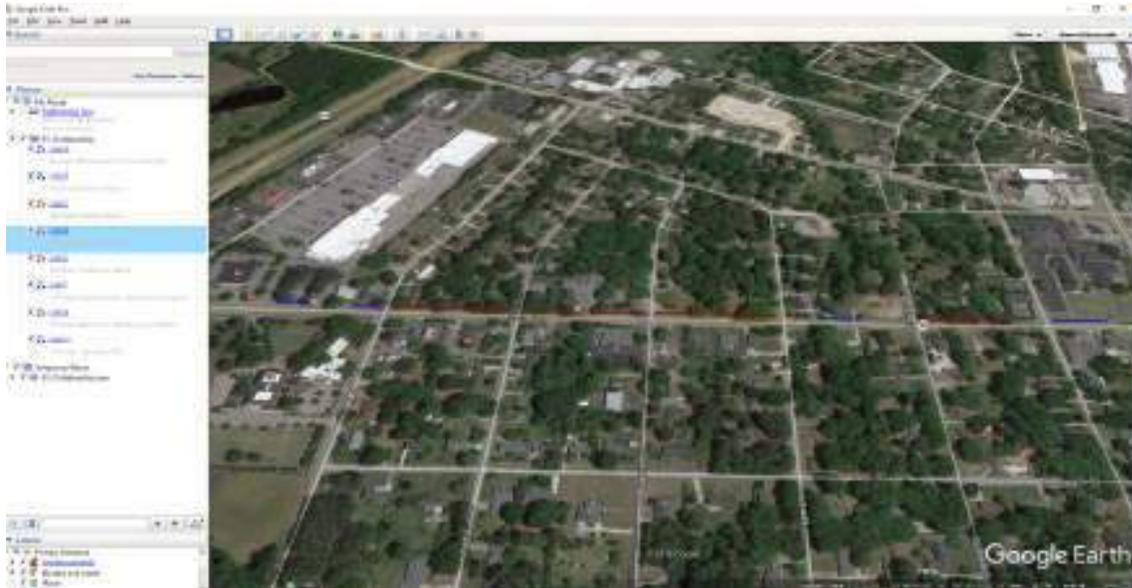
Staff has met with Brian Starkey, of Timmons Group regarding the update of the Greenway Master plan. The project is projected to cost \$40,000 to update and include the community involvement and outreach as we did with the first plan. In addition to addressing the developmental pressure areas, the project will look at the development of trails/greenways on the Wake County School Park at Wakelon to better connect to the Weavers Pond Community Greenways.

The updating of the Master Plan is consistent with "Small Town Life" and "Growing Smart" initiatives by increasing the connectedness and walkability of the community and preserving the affordability our community by requiring developers to invest in the construction of greenways.

Failure to invest in a greenway master plan update will lead to less investment by the developers and move the burden to the Town as we continue to grow. A recent example of this is Old Bunn Road.

Misc. Arendell Ave Sidewalks – Missing Links - \$ 35,000 to \$86,000

Along the North Arendell Ave east side are nine short sections of missing sidewalk. According to the Greenway, Bicycle and Pedestrian Plan recommends the sidewalks sections to be eight feet wide to accommodate pedestrian movements.



These short section would be completed without surveying and engineering design. Staff would oversee the construction of these areas with sidewalk being reduce or jogged around any obstacles such as trees, signage and power poles as possible.

Description – Scope 8’ wide – Missing Link Sidewalks	LF	Estimated Cost
Arendell Ave Sidewalk - Duplex beside Glenn Lewis	125	\$40,000
Arendell Ave Sidewalk -North Street to Gannon	190	\$35,000
Arendell Ave Sidewalk - Glenn Street to Attorney office	310	\$74,000
Arendell Ave Sidewalk - Franklin to Lee Street	425	\$82,000
Arendell Ave Sidewalk - West Mclver to Franklin	420	\$86,000
Arendell Ave Sidewalk - Judd to West Mclver	420	\$82,000
Arendell Ave Sidewalk - Williams and Pearce	100	\$74,000
Arendell Ave Sidewalk - Affirmative and Merritt	80	\$35,000

The construction of missing sections of N. Arendell Ave Sidewalks is consistent with “Small Town Life” connecting designations such as Town Hall with the Zebulon Baptist Church, and local business. Through the construction of this missing link sidewalk, we will improve the connectedness and walkability of the Town of Zebulon

**TOWN OF ZEBULON-GENERAL FUND
CAPITAL IMPROVEMENTS & FINANCING PLAN
FISCAL YEARS 2020-2024**

DEPARTMENT EXPENDITURE		2020	2020	2020	2021	2022	2023	2024
Greenways, Sidewalks, Pedestrian Improvements	Department	Non-Federal	Federal					
Beaverdam Creek Greenway Phase I - Construction	Bldgs/Ground	\$ 1,622,524	\$ 2,006,495					
Arendell Ave Sidewalk - Duplex beside Glenn Lewis	Streets			\$ 40,000				
Arendell Ave Sidewalk -North Street to Gannon	Streets			\$ 35,000				
Arendell Ave Sidewalk - Glenn Street to Attorney office	Streets			\$ 74,000				
Arendell Ave Sidewalk - Franklin to Lee Street	Streets			\$ 82,000				
Arendell Ave Sidewalk - West Mciver to Franklin	Streets			\$ 86,000				
Arendell Ave Sidewalk - Judd to West McIver	Streets			\$ 82,000				
Arendell Ave Sidwalk - Williams and Pearce	Streets			\$ 74,000				
Arendell Ave Sidewalk - Affirmative and Merritt	Streets			\$ 35,000				
Crosswalk Peds @ Arendell and Dogwood	Streets			\$ 27,000				
Sidewalk on North side of E. Judd Street	Streets			\$ 242,000				
Remove and Replace Sidewalk - 200 Block of West Horton	Streets			\$ 45,000				
2015 Greenway Masterplan update	Bldgs/Ground			\$ 40,000				
Crosswalk Peds @ Wakefield and Gannon	Streets				40,000			
E. Vance Street from Housing Authority to Post Office	Streets				439,000			
Pineview Drive from Gannon Avenue to Southland Drive	Streets					\$ 364,000		
Beaverdam Creek Greenway Phase IB - Hendricks Pond Loop	Bldgs/Ground						\$ 551,000	
Beaverdam Creek Greenway Phase II - Design	Bldgs/Ground						\$ 250,000	
Greenways Trails - Wakelon School Park	Bldgs/Ground							\$ 100,000
Sidewalk improvements - TBD	Streets							\$ 250,000
Total Expenditures	Total	\$ 1,622,524	\$ 2,006,495	\$ 862,000	\$ 479,000	\$ 364,000	\$ 801,000	\$ 350,000
Revenue Sources								
Dedicated Revenue 1/2 cent tax		\$ 27,555	\$ -	\$ 12,445	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Wake County Open Space Grant (Expires 6/30/2020)		\$ 228,625	\$ 228,625					
PARTF Grant		\$ 90,230	\$ 90,230					
Cypress Creek Fee-in-lieu		\$ 102,235	\$ 102,235					
Capital Ordinance Revenue -existing		\$ 723,879	\$ 723,897					
2020 Greenway Impact Fee -1000 per C.O.		\$ 150,000					\$ 200,000	200,000
FY 2021 and FY 2022 Advancement/internal financing		\$ 300,000						
CAMPO/LAPP Grant - Recission funds (June 2019)			\$ 866,265					
CDBG Grant Funds 80/20					\$ 351,200			
General Fund Appropriations				\$ -				
Total Revenues	Total	\$ 1,622,524	\$ 2,011,252	\$ 12,445	\$ 391,200	\$ 40,000	\$ 240,000	\$ 240,000
	Surplus/Short	\$ -	\$ 4,757	\$ (849,555)	\$ (87,800)	\$ (324,000)	\$ (561,000)	\$ (110,000)
Considerations:								
Maintenance record - Are we constantly "fixing" something that should be replaced?								
Useful life - Has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life.								
Safety - Are we addressing a hazard/OSHA/govt mandate? (Federal, state, loca								
Does it solve a problem, fulfill a need (ours or community),expand a service, increase efficiency								
What are the consequences or implications if we don't do it or defer it?								
What are our alternatives?								
Is the success of this project related to another project? Does the timing of this project affect another project?								
What is the possibility of cost escalation over time?								
Are all costs included? (land, easements, engineering, professional fees, contingency, studies) Who prepared the cost estimate? (staff, engineer, construction means dat:								
Is a Preliminary Engineering Report or Feasibility study needed?								
Financial Considerations:								
What are the financing resources? (GFFB, fees, grants, leases, private donations, loans, G O bonds, revenue bonds								
Is funding source secured? (Ex. Already have fee-in-lieu, grant awarded								
Does it increase or reduce operating cost? Note: recurring expenses such as roadway maintenanc								

Memo



To: Joe Moore, Town Manager

From: Chris D. Ray, Director of Public Works

CC: Stormwater Management Committee

Date: March 3, 2019

Re: FY2019 – Stormwater CIP

The Stormwater Management Committee met recently to discuss the capital improvement needs for stormwater. The committee consisted of the following members:

- Chris Ray, Public Works Director (Chair)
- Tony Rose, Operations Manager
- Jason Brown, Construction Inspection Supervisor
- Mary Duffy, Administrative and Contracts Manager

The committee developed criteria to assess needs and projects. The criteria focused on the following considerations:

- Green Engineering Preliminary Engineering Report - February, 2017
- Maintenance record - Are we constantly "fixing" something that should be replaced?
- Useful life - Has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life?
- Safety - Are we addressing a hazard/OSHA/govt mandate? (Federal, state, local)
- Does it solve a problem, fulfill a need (ours or community), expand a service, increase efficiency?
- What are the consequences or implications if we don't do it or defer it?
- What are our alternatives?
- Is the success of this project related to another project? Does the timing of this project affect another project?
- What is the possibility of cost escalation over time?
- Are all costs included? (land, easements, engineering, professional fees, contingency, studies) Who prepared the cost estimate? (staff, engineer, construction means data)

The continuation of the West Sycamore/Arendell Drainage Improvements and the Little River Park Drainage Improvements are the highest priority stormwater projects. Currently, your staff is working to securing seventeen temporary and permanent drainage easements need for the project. Staff will spend the remainder of the fiscal year securing the necessary easements with the goal of bidding the project in the fall.

The West Sycamore/Arendell project will address flash flooding, and prevention potential property damage. Potential redevelopment in the basin could cause further problems and a Preliminary Engineering Report (PER) in February 2017 supported infrastructure deficiencies in the basin.

The existing storm drainage system, evaluated as part of the PER consists of 15" through 60" diameter piping. Unfortunately, a number of those pipes were laid on reverse-grade or were undersized for a 2-year or 10-year storm event (Town of Zebulon standard rainfall).

- A 2-year/24-hour event equals 3.46" of rainfall. (Sycamore flooding)
- A 10-year/24-hour event equals 5.14" of rainfall. (Arendell/Gannon flooding)



Flooding at the Intersection of Gannon Avenue and Arendell Avenue

The existing 15" diameter drainage pipes located in the rear of 108 and 110 W. Sycamore Street create a bottleneck in the drainage system and is the main reason the flash flooding occurs at least quarterly and threatens structures during heavy, continuous rains.



Nuisance Flooding
(Occurs Quarterly)



Structural Flooding
(Occurs Annually)

Due to the size and significant scope of the improvements, this project was split into three phases over three years with Phase I (Design, Permitting) in FY 2018 and Phase II Easement Acquisition underway in FY2019 with an estimated costs for both phase at \$112,000.

	Description	Cost
1	Design, Permitting and Bidding	\$49,000
2	Survey A and B	\$12,488
3	Engineering Contingency @ 10%	\$ 6,149
4	Engineering Total	\$67,637
	Engineering Budget	\$68,000

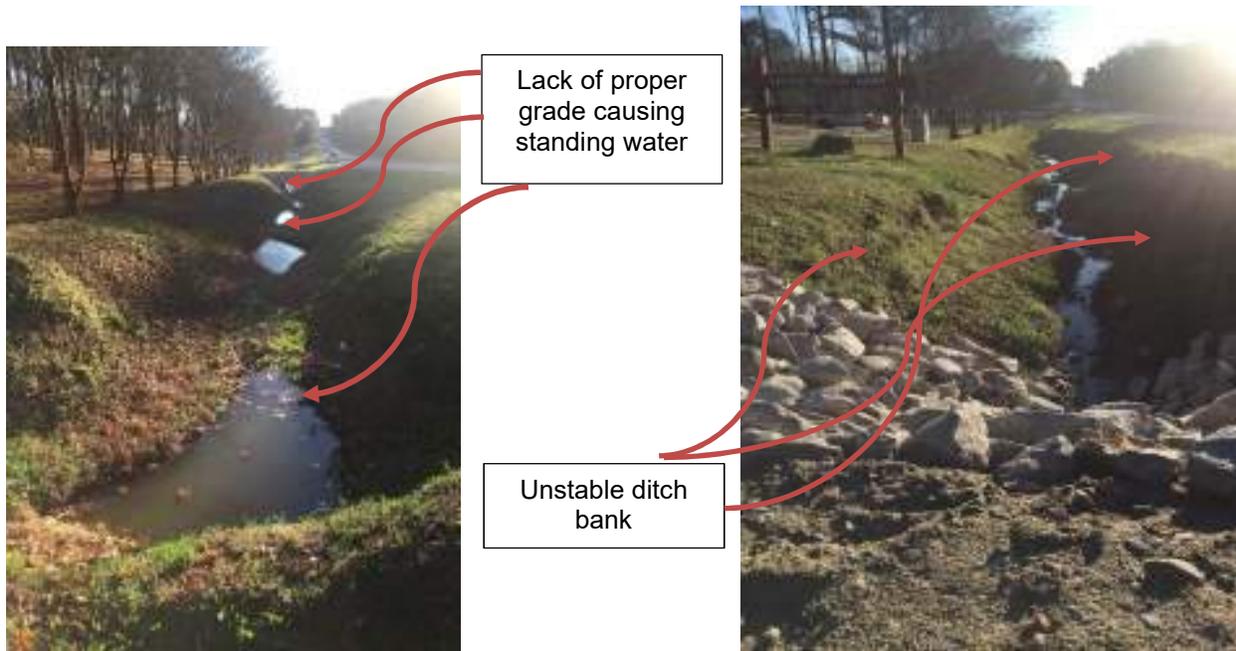
	Description	Cost
1	Easement Acquisition	\$25,000
2	Easement Plats for recording with meets and bounds	\$4,500
3	Attorney Fees – easement agreements	\$10,000
4	Acquisition Contingency @ 10%	\$ 3,950
5	Easement Acquisition Total	\$43,450
	Acquisition Budget	\$44,000

	Description – FY 2019	Cost
1	Engineering Budget	\$68,000
2	Acquisition Budget	\$44,000
	Total Design, Permitting, Easement Acquisition – FY2018/2019	\$112,000

Phase III (Bidding, Construction, Construction Administration/Construction Engineering Inspections) is projected to begin in Fall of 2019 with an estimated cost of \$841,000. Staff proposes to finance \$742,000 of project over ten years with an annual payment of \$94,000 @ 4.5%. Debt service payments from FY 2018 that were not used due to delays in easement acquisition will be used to cover expected cost increases of \$99,000(14.5% CPI increase).

	Description –FY2020	Cost
1	Construction	\$554,990
2	2018 CPI @ 12.5%	\$ 69,374
3	Construction Contingency @ 10%	\$ 62,437
4	2019 CPI @ 14.5%	\$ 99,000
5	Construction Engineering Inspection	\$ 40,000
6	Engineering Construction Administration	\$ 15,000
	Subtotal	\$840,800
	Construction Budget	\$841,000

The Little River Park Drainage Improvements project involves installation of 630 linear feet of 36" storm drainage pipe along W. Gannon Avenue in front of the park. The ditch bank is eroded and holds standing water. In the summertime, the ditch is a breeding ground for mosquitoes. Public Works staff struggles to safely trim the grassy sides of the ditch bank's steep slope. Over time, the ditch bank slope has deteriorated and has become unstable.



The 7' deep ditch is a safety hazard for children and visitors to the park. The Community Visioning report from Site Collaborative expressed an opinion that the park looked “tired” and lacked maintenance. The installation of the drainage pipe will improve drainage, appearance, maintenance issues, and site safety.

During FY 2018 staff completed the design and permitting phase of the project. The project is scheduled to be bid and be constructed with the West Sycamore/Arendell Project in an effort to get lower unit costs (economies of scales). During the FY 2019 staff worked with the following budget:

	Description –FY 2019	Cost
1	Design, and Permitting	\$15,612
2	Survey B	\$ 3,202
3	Engineering Contingency @ 10%	\$ 3,282
4	Engineering Total	\$24,096
	Engineering Budget	\$22,500

	Description –FY2020	Cost
1	Construction	\$129,920
2	2018 CPI @ 10%	\$ 12,992
3	Construction Contingency @ 12%	\$ 17,150
4	2019 CPI @ 10%	\$ 16,000
5	Construction Administration and bidding	\$ 14,000
6	Construction Engineering Inspection	\$ 12,000
	Subtotal	\$202,062
	Construction Budget	\$203,000

Phase II (Bidding, Construction, Construction Administration/Construction Engineering Inspections) is projected to begin in Fall of 2019 with an estimated cost of \$203,000. Staff proposes to finance \$187,000 of project over ten years with an annual payment of \$23,700 @ 4.5%. Debt service payments from FY

Memo to Town Manager
FY2020 Stormwater CIP
March 3, 2019

2018 that were not used due to delays in easement acquisition of Sycamore/Arendell will be used to cover expected cost increases of \$16,000 (10 % CPI increase).

Both of these projects are consistent with the “growing smart” goal of continuing to invest in our stormwater facilities assets to meet growing infrastructure needs of a growing community. The investment in the Little River Project helps support our “small town life” by supporting safe places for people and families to gather and a designation for visitors to our community.

The annual payments for both projects are supported by capital reserves and annual stormwater fee collections which staff projects will increase a minimum of 3% each year. Unless there is significant growth in stormwater fees or fee changes, the stormwater fees will not support additional projects or equipment for the next ten years.

**TOWN OF ZEBULON-GENERAL FUND
CAPITAL IMPROVEMENTS & FINANCING PLAN
FISCAL YEARS 2020-2024**

DEPARTMENT EXPENDITURE		FY 2020	FY 2021	FY 2022	FY 2023	FY2024	
Stormwater	Department						
West Sycamore/Arendell Drainage Improvements - Debt Service Pmts	Stormwater	\$ 94,000	\$ 94,000	\$ 94,000	\$ 94,000	\$ 94,000	\$742,000 Finance amount - 10 year Note @ 4.5%
Little River Park Drainage Improvements - Debt Service Pmts	Stormwater	\$ 23,700	\$ 23,700	\$ 23,700	\$ 23,700	\$ 23,700	\$187,000 Finance amount - 10 year Note @ 4.5%
West Sycamore/Arendell Drainage Construction CPI @ 14.5% appropriation	Stormwater	\$ 99,000					Construction (686,801*.145 = \$99,000)
Little River Park Construction CPI @ 10% appropriation	Stormwater	\$ 16,000					Construction (160,062 *.10= \$16,000)
Stormwater System Condition Assessment				\$ 50,000			
	Total	\$ 232,700	\$ 117,700	\$ 167,700	\$ 117,700	\$ 117,700	
Revenue Sources							
Stormwater Fees		\$ 115,000	\$ 118,000	\$ 121,500	\$ 125,145	\$ 128,900	3% revenue growth in FY2020 - FY2024
Debt Service Pmt from FY 2019 not spent (rollover - 94,000 +23,700)		\$ 117,700					10-590-9200 & 10-590-9201
	Total	\$ 232,700	\$ 118,000	\$ 121,500	\$ 125,145	\$ 128,900	
		\$ -	\$ 300	\$ (46,200)	\$ 7,445	\$ 11,200	
Considerations:							
Green Engineering Report - February, 201							
Maintenance record - Are we constantly "fixing" something that should be replace							
Useful life - Has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life?							
Safety - Are we addressing a hazard/OSHA/govt mandate? (Federal, state, local)							
Does it solve a problem, fulfill a need (ours or community),expand a service, increase efficiency?							
What are the consequences or implications if we don't do it or defer i							
What are our alternatives?							
Is the success of this project related to another project? Does the timing of this project affect another proje							
What is the possibility of cost escalation over time							
Are all costs included? (land, easements, engineering, professional fees, contingency, studies) Who prepared the cost estimate? (staff, engineer, construction means c							
Is a Preliminary Engineering Report or Feasibility study needed							
Financial Considerations:							
What are the financing resources? (GFFB, fees, grants, leases, private donations, loans, G O bonds, revenue bon							
Is funding source secured? (Ex. Already have fee-in-lieu, grant awarde							
Does it increase or reduce operating cost? Note: recurring expenses such as roadway mainten							

Memo



To: Joe Moore, Town Manager

From: Chris Ray, Public Works Director

CC: Fleet Management Committee Members

Date: March 22, 2019

Re: FY2020 Fleet Management (revised)

The Fleet Management Committee met recently to discuss the capital improvements needs for vehicles and equipment. The committee consisted of the following members:

- Bobby Fitts, Finance Director
- Chris Ray, Public Works Director
- Shelia Long, Parks and Recreation Director
- Chief Tim Hayworth, Police Chief
- Chief Chris Perry, Fire Chief
- Lt. Bob Grossman, Police

The committee reviewed previous criteria to assess needs and projects. The criteria focused on the following considerations:

- Useful life – has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life?
- Safety - Are we addressing a hazard/OSHA/government mandate? (Federal, state, local) Is this vehicle unsafe to operate?
- What are the consequences if we defer the purchase or implications if we don't purchase it?
- Is this a replacement vehicle? Maintenance record – are we constantly fixing something that should be replaced? Do maintenance costs outweigh the benefits of keeping the vehicle or equipment?
- What are our alternatives? Ex. Instead of buying it, can we rent it? Lease It?
- Can this vehicle be transferred to another department with less demand of use?
- What are the financing resources? Does this vehicle/equipment have a useful life equal to 10 years? possible "finance option"
- The financing term should not extend beyond half of the vehicle's useful life. Higher maintenance costs occur in the second half of the vehicle's useful life.
- Does it increase or reduce operating cost? Increase efficiency of operations? (i.e. reduce manpower)

The committee also developed a vehicle/equipment replacement table based on a review of multiple other governmental agencies and the Town's experience factors.

Vehicle Replacement Criteria		
Vehicle Type	Age Criteria	Usage Criteria
Cars-Admin	10 years	110,000 miles
Cars/SUVs - Police Patrol	5 years	100,000 miles
Light Trucks/SUVs - Less than 10,000 GVW - Gas	10 years	100,000 miles
Medium Duty Trucks - Between 10,000 GVW and 19,500 GVW – Diesel Engine	12 years	100,000 miles
Heavy Duty Trucks - Between 19,501 GVW and 38,000 GVW – Diesel Engine	15 years	100,000 miles
Heavy Duty Specialty Trucks - EX. Knuckle boom, Sweeper	10 years	100,000 miles
Heavy Duty Trucks/Fire Apparatus - over 30,000 GVW	15-20 years	100,000 miles
Trailer Mounted Equipment/Trailers	15 years	N/A
Off-road Tractors, Backhoes, Excavators	10-15 years	3,500 hours

After thorough discussion of existing and future needs, plus considering the evaluation criteria established, the Fleet Management Committee determined the following list of projects as having the highest priority for FY2019:

- **Police Fleet Replacement :**

The request from the Police Department to replace two Chevy Impalas (2003 and 2008) in FY2020 with two large SUV. The seventeen year old 2003 Chevy Impala is projected to have 80,000 miles and the second twelve year old 2008 Chevy Impala to have 95,000 miles by late fall when the new vehicles are ready for service. The request also includes the replacement of 2008 Dodge Charger (Z-16) and 2011 Ford Expedition (K-9) (Z-17). Both vehicles are expected to have 120,000 and 115,000 miles at replacement. All the vehicles are outside the 6-year replacement Fleet Management Rotation window.

The existing two 2012 Chevy Tahoe (Z-2, Z-3) driven by the two Lt's is being transfer to the Detective Division to replace the Chevy Impala above.

The cost of maintaining these vehicles is now expected to far exceed the value in retaining them. Furthermore, police vehicles undergo very strenuous workouts while on shift. The constant stopping and starting and the long idle times followed by quick accelerations are only a few of the factors that have been proven to wear down a police vehicle far faster than a vehicle operated under normal wear and tear factors.

To maintain an economical, yet fully functional fleet that provides our officers with safe and reliable transportation regular replacement is required.



2008 Chevy Impala – Detective/Surplus



2003 Chevy Impala –Detective/Surplus



2008 Dodge Charger –Patrol/Surplus



2011 Ford Expedition – K-9/Surplus

	Opinion of Probable Cost Estimate	Cost
1	Large SUV for Patrol LT	\$53,500
2	Large SUV for Detectives LT	\$53,500
3	Large SUV for K-9 Staff	\$56,000
4	Dodge Charger for Patrol Staff	\$37,000
	Total	\$200,000

Note: The prices include all necessary equipment plus transferring some equipment from surplus vehicles into the new ones.

The purchase of the police vehicles is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community needs by being able to respond quickly for request for service.

The failure to invest in replacement cars will drive up maintenance cost exponentially and additional cars will need to be “hot seat” to cover vehicles in for repairs. The lack of investment will cause greater investment in the future catch the fleet replacement program up.

- **2006 400 gallon brine sprayer:**

The 2006 400 gallon brine sprayer has served the department well over the last 14 years. Unfortunately, the salt exposure has had a negative impact with corrosion on the electronic controls/wiring and engine.

Staff is requesting a new larger 1035 gallon hydraulic driven unit to address the rapid growth in streets. We are projected to add 6.86 miles of town streets in the next two years or 32% growth rate. This does not include the addition of Old Bunn Road and West Gannon Ave that will need to be treated to access these new subdivision streets. The hydraulic driven unit is significantly more reliable and capable of spraying three lanes at one time; therefore up to two times more efficient per roadway mile. The 59% larger capacity eliminates trips back to the maintenance yard for refilling. The treatment of brine is our best defense against snow and ice on roadways.

The thermoset zinc primer under powder coated top coat stand and elliptical poly tank is expected to have a twenty or more year useful life. The brine sprayer is hydraulic driven off the Dump Truck PTO system.



Proposed



Existing

Opinion of Probable Cost Estimate	Cost
1035 Gallon Hyd. Driven Brine Sprayer	\$15,000

The purchase of the brine equipment is consistent with the “Growing Smart” to meet our transportation network needs and help us meet the growing community needs by being more efficient and effective with our snow removal operations.

The failure to purchase additional equipment will cause staff to work additional overtime to accomplish tasks with the growth rate in streets, plus be unable to react quickly to ever changing weather conditions due to unreliable equipment.

- **2004 Snow Plow Replacement:**

The 2004 Meyers 8.5 foot snow plow is currently mounted on a 2004 F-350 Truck which is schedule to be replaced by the fiscal year. The current 16 year old under carriage and plow will not fit on another truck in the fleet. Due to the age of the plow, Meyers is no longer making the under carriages for this plow. The truck/plow is used to plow town facilities and parking lots plus serve as a back-up on Town Streets. Snow plowing is a violent activity, which possess significant stress on 1-Ton trucks. We are recommending to upgrade the plow to fit on our larger trucks to

reduce wear and tear on the front suspensions. The new HD plow will have a 20 year useful life plus be significant safer to be installed with the quick loop attachment method by Good Roads over the existing Myers plow. This method is safer by removing employees from between the truck and plow trying to install two pins and lift the plow at the same time as the truck is pulling forward.



Proposed 10' Good Roads Plow



Existing 2004 8.5' Plow

We are recommending that this plow be sold with the Truck to obtain the highest surplus value. Estimated additional value on truck is approximately \$2,500.

Opinion of Probable Cost Estimate	Cost
10' Snow Plow	\$8,500

Note: NC Division of Purchase and Contract (State Contract)

The purchase of this item is consistent with the "Growing Smart" initiative to meet our transportation network needs and help us meet the growing community needs by being more efficient and effective with our snow removal operations.

The failure to purchase this item will limit of effectiveness of our snow removal process and reduce the redundancy of equipment when plow is out service for repairs. The purchase will decrease the chance of accident installing the plow to the truck.

- **2001 F450 Dump Replacement:**

The replacement of the 2001 F450 dump truck with a larger more capable truck to meet the growing department and service area needs. The typically service life of this type of vehicle is 12 to 15 years and when the truck is replaced it will provided 19 year of reliable service. While the truck has been excellent truck for the department it lacks the hauling and towing capacity needed by the department. For example, the truck has only a hauling capacity of approximately 2 tons without being over the gross vehicle weight allowed my NCDMV. This limits our ability to spray brine, haul wet soils, stone and pallets of sod needed for daily operations.

Due to the success with your 2016 Freightliner Dump Truck, we are recommending purchasing a similar truck. The truck will provide a much need bump in GVWR from 15,000 lbs. to 33,000 lbs. The larger truck will be able to carry 4.5 tons more of additional material and provide a better stopping capability with air brakes. The proposed central hydraulics will allow the operation of the existing brine sprayers, salt spreaders and snow plow in the event one of the other trucks is out of service. In addition to hauling more weight the truck will be able to carry more volume of items such as mulch or yard waste due to its larger dump bed (4' longer length and 1' taller sides). Due the larger trucks improved handling and ride quality, staff prefer the use of the larger truck. While

the larger truck requires a Commercial Driver's license, all Public Works staff hold a Class B or Class A driver's license.

Due to the excellent service history, we are recommending transferring the small dump truck to Parks and Recreation to assist with its daily park maintenance operations. All of its staff will be able to drive the truck, since a commercial driver's license is not required.



Recommend Purchase –Freightliner M2106



Transfer to Parks and Recreation (2001 F-450)

	Opinion of Probable Cost Estimate	Cost
1	Chassis Purchase	\$ 81,426
2	Godwin Body with Central Hydraulics	\$ 35,128
3	3% use tax and tags	\$ 2,006
4	Misc. Equipment – Radio/Tool Box	\$ 1,290
5	Decals and Seals	\$ 150.00
	Total Cost	\$120,000

Note: Chassis and Body from NC Sheriff Association Cooperative Purchase Agreement

The purchase of this item is consistent with the “Growing Smart” initiative to meet our transportation network needs and help us meet the growing community needs by being more efficient and effective with facilities and grounds, street, sanitation and stormwater operational needs.

The failure to purchase this item will limit of effectiveness of our operations to meet a growing community, reduce fleet flexibility, and limit of efficiency by requiring more trips due to the limited payload and towing capacities.

- **2011 Hustler Zero Turn Mower:**

The Zebulon Public Works Department maintains approximately 80 acres of facilities grounds, parks, cemetery and right-of-ways. The zero-turn mowers are the key the success of our mowing program. In an effort to ensure reliability and limit downtime of our mower fleet, we recommend that mowers be replaced every 2,000 hours. During this upcoming mowing season, the 2011 Hustler Zero Turn Mower will reach the 2,000 hour mark and need replacement.

Due to the reliability and service after the sell, we will purchase another Hustler Zero Turn mower off NC Division of Purchase and Contract (“State Contract”).



Recommend to Surplus Mower #1



Recommend Purchase – 60” Cut w/36 HP

Opinion of Probable Cost Estimate	Cost
Hustler – Super Z - Zero Turn	\$14,000

The purchase of this item is consistent with the “Small Town Life” initiative to help preserve and enhance our small town feel by maintaining our parks, and facilities in a manner that allows people to gather and provide a designation for visitors.

The failure to purchase this item will limit effectiveness of our operations to maintain 80 acres of grounds due unreliable equipment. We get one chance to create a 1st impression for visitors to our communities that may be looking to relocate and purchase a new home.

- **2009 JD Zero Turn Mower Replacement:**

The Zebulon Parks and Recreation Department maintains approximately 35 acres of facilities grounds and parks. The zero-turn mowers are the key the success of our mowing program. In an effort to ensure reliability and limit downtime of our mower fleet, we recommend that mowers be replaced every 2,000 hours. During this upcoming mowing season, the 2009 John Deere Zero Turn Mower will reach the 2700 hour mark and needs replacement.

Due to the reliability and service after the sell, we will purchase another John Deere Zero Turn mower off NC Division of Purchase and Contract (“State Contract”).



Mower will be designated as a backup duty



Recommended Purchase -60” w/35 HP

Opinion of Probable Cost Estimate	Cost
John Deere – Zero Turn	\$14,000

The purchase of this item is consistent with the “Small Town Life” initiative to help preserve and enhance our small town feel by maintaining our parks, and facilities in a manner that allows people to gather and provide a designation for visitors.

The failure to purchase this item will limit effectiveness of our operations to maintain 35 acres of grounds due to unreliable equipment.

- **John Deere Field Drag Replacement 14000**

Zebulon Parks and Recreation Department maintains 4 baseball infields with its current 1998 John Deere Field Rake. The field rake is designed to put the finishing touches (levels and smooths) on infield surface prior to baseball and softball games. The field rake is used from spring through late fall preparing our fields for youth and adult baseball and softball games.

In an effort to ensure reliability and limit downtime of our mower fleet, we recommend that mowers/field rakes be replaced every 2,000 hours. During this upcoming mowing season, the 1998 John Deere Field rake will reach the 2300 hour mark and needs replacement. Due to the reliability and service after the sell, we will purchase another John Deere field rake off NC Division of Purchase and Contract (“State Contract”).



Recommended Purchase



Recommend for Back-up duty

Opinion of Probable Cost Estimate	Cost
John Deere – Field Rake	\$14,000

The purchase of this item is consistent with the “Small Town Life” initiative to help preserve and enhance our small town feel by maintaining our parks, and facilities in a manner that allows people to gather and provide a designation for visitors.

The failure to purchase this item will limit effectiveness of our operations to maintain four ball fields due to unreliable equipment. We get one chance to create a 1st impression for visitors to our communities that may interested in returning for future baseball tournaments.

Return on Investment:

Currently, the Town of Zebulon value of vehicles and equipment on hand valued over \$4 million, which is expected to rise by 1.7 million with the arrival of new fire trucks in early summer for a total investment of 5.7 million.

This is the equipment and vehicles departmental staff uses to provide services to Zebulon citizens on a daily basis. These vehicles and equipment have varying useful lives from five years for a police patrol vehicle to twenty years for a fire pumper truck. It is important to reinvest in the vehicles and equipment on a regular annual basis. By making these regular investments, the Town is ensuring it is not holding onto equipment/vehicles too long and spending unnecessary dollars on major maintenance costs; it is minimizing down time of equipment/vehicles and maximizing values at surplus.

Five Top Fleet Management Trends to Watch:

1. Cooperative purchasing of vehicles and equipment are attractive to municipalities. There is less acquisition time (writing specs, bidding) and purchases can be bundled ultimately saving the Town money and time.
2. Acquisition Cost on the Rise – Vehicle technology, rising interest rates and softening residual values are contributing to rising cost in vehicle and equipment replacement. Higher vehicle acquisition costs are resulting from government safety and fuel economy initiatives. Items which were once options, such as back-up cameras, are becoming standard equipment for many vehicles.
3. Limited windows for ordering – Manufacturers are limiting the production runs of certain models; thus, losing as much as half the years of ordering due to shortened ordering cycles.
4. Limited availability of the commercial vans and mid-size trucks (16,000 to 26,000 lbs.) – Limited truck production is leading to shortages and pushing out delivery timeframes as much as several months.
5. Preference shifts to SUV – SUV vehicles were once considered an upgrade or luxury, but now these vehicles are being added to fleets for the versatility and strong residual values. SUVs typically cost an additional \$5,000 to \$7,000 dollars to purchase.
6. Diesel Emissions Equipment – diesel emissions technology is changing to meet Federal Government Tier requirements. Annual emission requirements changes over the last several years have added \$6,000 to \$8,000 dollars to the cost of engine purchase.

**TOWN OF ZEBULON-GENERAL FUND
CAPITAL IMPROVEMENTS & FINANCING PLAN
FISCAL YEARS 2020-2024**

DEPARTMENT EXPENDITURE		FY 2020	FY 2021	FY 2022	FY2023	FY2024	
Fleet Replacement - \$220,000 (2 cent tax) + surplus items							
Lease Payment (Hook-Lift Truck)	Sanitation	\$ 53,510	\$ 53,510				2021 Last year - Dump, Plow, Leaf Body, Brine and Salt capable.
1987 Grumman Ladder Truck (Replaced in 2019)	Fire	\$ 90,500	\$ 90,500	\$ 90,500	\$ 90,500	\$ 90,500	2033 Last year - 15 year finance
1997 Pierce Fire Engine (Replaced in 2019)	Fire	\$ 83,500	\$ 83,500	\$ 83,500	\$ 83,500	\$ 83,500	2026 Last year - 8 year finance
Replacment of 2006 -400 gallon brine sprayer (Gas Driven)	Streets	\$ 15,000					1035 gallon hydraulic driven unit w/stand - 6.86 mile increase in two years/32% growth in streets
2004 Snow Plow Replacment	Streets	\$ 8,500					16 year old unit
2001 F-450 Dump Replacement (xfer to Parks & Rec)	Streets	\$ 120,000					Diesel engine - 19 yrs - transfer to P&R. Freightliner M2106 with central hyd and 14 dump bed(Possible Finance Item)
PW 2011 Hustler Mower Replacement	Bldgs/Grounds	\$ 14,000					Useful life = 2000 hours -Hustler
JD 1998 Field Drag Replacement	Parks/Rec	\$ 14,000					Over 10 years old - 2200 hrs at surplus
JD 2009 Zero Turn Mower Replacement	Parks/Rec	\$ 14,000					John Deere Zero Turn- 2650 hrs at surplus
2008 Chevy Impala	Police	\$ 53,500					2012 Chevy Tahoe transfer to Detective Division (Purchase LT new SUV) -surplus 2003 Impala with 80,000
2003 Chevy Impala	Police	\$ 53,500					2012 Chevy Tahoe transfer to Detective Division (Purchase LT new SUV) - surplus 2008 Impala with 100,000 miles
2010 Charger Z-26	Police	\$ 37,000					Police vehicle w/ equipment - with 98,000 mile at surplus
2011 Ford Expedition K-9 w/2wd -Z-17	Police	\$ 56,000					Equipped to K-9 -110,000 miles at surplus
2005 F-250 CC 4x4 Replacement (xfer to Parks & Rec)	Bldgs/Grounds		\$ 55,000				6.0 liter diseal truck
1997 Ramjet Replacement	Stormwater		\$ 75,000				24 year old unit - used to clean storm drains and sewer mains and laterals
2003 Vac Trailer Replacement	Stormwater		\$ 175,000				18 year old unit - used to clean storm drains and hydro-excavate utilities
2005 Expedition Replacement (Wake County - 40%)	Fire		\$ 21,200				Wayne Dupree - Wake Co share based on mileage
2005 Expedition Replacement (TOZ - 60%)	Fire		\$ 31,800				Wayne Dupree
Wake County Purchase of 2005 Expedition	Fire		\$ 3,000				Retain existing vehicle for Fire Inspector
PW 2015 Mower Replacement	Bldgs/Grounds		\$ 13,500				Useful life = 2000 hours
2008 F-250 CC 4x4 (Transfer to Police)	Streets		\$ 42,500				Construction Inspection/ 2008 replaces 2006 F-250 S/C
2008 Freightliner Leaf Truck Body/Aux. Engine/Controls Replacement	Sanitation		\$ 77,000				Body Replacement - Existing Chassis expected to have less than 50K - Body projected to have 5K hours
2000 F-550 Bucket Truck	Bldgs/Grounds		\$ 55,000				Purchased used, would purchase used again
2012 Dodge Charger (Z-10)	Police		\$ 51,000				
2010 Dodge Charger (Z-2)	Police		\$ 51,000				
Town Hall Administration (Used Vehicle)	Administration		\$ 18,000				Addition to Fleet - Example -3 year old vehicle with approximately 35K miles
Replacment of 2000 - F250 4x4 truck (previously PW)	Parks and Rec		\$ 31,500				SUV for P/R administratin - Nissian Pathfinder on state contract - 4wd/ V-6 - 5000 lbs towing capacity
2008 Dodge Charger (Z-16)	Police			\$ 53,000			
2012 Tahoe (Z-8)	Police			\$ 53,000			Transfer to Det. Division to replace Chevy Tahoe Z-8
2012 Tahoe (Z-27)	Police			\$ 53,500			
2006 F-350 CC 4wd (Wake County - 40%)(xfer to Parks and Recreation)	Fire			\$ 20,000			Only pickup truck in fire dept - Wake County 40%
2006 F-350 CC 4wd (TOZ - 60%)	Fire			\$ 30,000			
Wake County Purchase of 2006 F-350 4X4	Parks and Rec			\$ 3,000			
1998 Wacker Light Tower	Streets			\$ 12,000			23 yrs, useful life = 15 yrs, would purchase used
1996 Air Compressor	Streets			\$ 13,500			Trailer mounted, used in street repairs
2006 Bobcat 331 Replacement	Stormwater			\$ 80,000			Mini-excavator
12-ton Trailer - 20' flat with air brakes	Streets			\$ 15,500			Trailer for backhoe and new excavator
Pot Hole Patcher - Trailer Unit	Streets			\$ 85,000			
2007 Ford Brush Truck (Wake County - 100%)	Fire			\$ 148,000			Wake County to purchase
New Reel Mower for Parks Fields	Parks and Rec			\$ 20,000			Replace Zero-trun
2003 F-250 Utility 2wd (previously PW)	Parks and Rec				\$ 34,800		SUV for P/R administratin - Nissian Pathfinder on state contract - 4wd/ V-6 - 5000 lbs towing capacity
2011- F150 CC 4x4	Stormwater				\$ 52,500		Truck will be 12 years old
2013 Sweeper A7000	Stormwater				\$ 275,000		Sweeper will be 10 years old
2001 New Holland TN65 Tractor Replacment	Bldg/Grounds				\$ 55,000		Tractor will be 22 years
Used Roller with tilt Trailer	Streets				\$ 25,000		Asphalt Patching
Used Pay Loader	Sanitation				\$ 50,000		Loading stone, Mulch and ETC
2015 Dodge Charger (Z-6)	Police				\$ 54,000		
2015 Dodge Charger (Z-20)	Police				\$ 54,000		
2012 Dodge Charger (Z-5)	Police				\$ 54,000		
2017 Ford Explorers SUV	Police					\$ 55,000	7 year old vehicle with 100,000 plus miles
2017 Ford Explorers SUV	Police					\$ 55,000	7 year old vehicle with 100,000 plus miles
2017 Ford Explorers SUV	Police					\$ 55,000	7 year old vehicle with 100,000 plus miles
2017 Ford Explorers SUV	Police					\$ 55,000	7 year old vehicle with 100,000 plus miles
2016 F-150 CC 4X4	Public Works					\$ 55,125	Eight Years Old/100,000 miles
2005 TC40A Tractor w/implements	Public Works					\$ 60,000	20 years old
2006 Bobcat Miller Welder	Public Works					\$ 15,000	18 year old unit
1992 Onan 20 KW Generator	Public Works					\$ 40,000	30 year old generator
	TOTAL	\$ 613,010	\$ 928,010	\$ 760,500	\$ 828,300	\$ 174,000	

Revenue Sources						
Dedicated Revenue		\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000
Fire Apparatus Revenue		\$ 174,000	\$ 174,000	\$ 322,000	\$ 174,000	\$ 174,000
						Funding from dedicated tax revenue and Wake County cost share
Debt Service Paid Off		\$ 64,550	\$ 64,550	\$ 64,550	\$ 64,550	\$ 64,550
2017 Surplus Revenues		\$ 6,475				
FY2018 Surplus Revenues		\$ 29,521				
Hook Lift Debt Retirement				\$ 53,510	\$ 53,510	\$ 53,510
Revenue Subtotal		\$ 494,546	\$ 458,550	\$ 660,060	\$ 512,060	\$ 512,060
Additional General Fund Revenue needed		\$ 118,464	\$ 469,460	\$ 100,440	\$ 316,240	\$ (338,060)
Considerations:						
Is this a replacement vehicle? Do maintenance costs outweigh the benefit of keeping the vehicle?						
Can a vehicle be transferred to another department with less demand of use						
Has the current vehicle reached its useful life?						
Is the vehicle unsafe to operate?						
Does it increase efficiency?						
Does it increase or decrease operating cost?						
What are the implications if we don't purchase it or defer the purchase?						
What are our alternatives? Ex. Can we rent it when we need it?						
Vehicle Replacement Criteria						
	Vehicle Type	Usage Criteria				
	Cars-Admin	110000 miles				
	Cars/SUVs - Police Patrol	100000 miles				
	Light Trucks/SUVs - Less than 10,000 GVW - Gas	100000 miles				
	Medium Duty Trucks - Between 10,000 GVW and 19,500 GVW - diesel	100000 miles				
	Heavy Duty Trucks - Between 19,501 GVW and 38,000 GVW - diesel	100000 miles				
	Heavy Duty Specialty Trucks - EX. Knuckleboom, Sweeper	100000 miles				
	Heavy Duty Trucks/Fire Apparatus - over 30,000 GVW	100000 miles				
	Trailer Mounted Equipment/Trailers	N/A				
	Offroad Tractors, Backhoes, Excavators	3,500 hours				



MEMO

To: Joseph M. Moore, II, PE, Town Manager

From: Information Technology Committee
Lisa Markland, Human Resources Director/Town Clerk, Chair
Chris Perry, Fire Chief
Dennis Brannan, Police Captain

CC: Bobby Fitts, Finance Director

Subject: IT Committee Capital Improvement Plan Recommendations

Date: March 4, 2019

The committee members are Fire Chief Chris Perry, Police Captain Dennis Brannan and Lisa Markland met to discuss the various technology needs that are facing the Town.

The needs identified for this CIP were:

1. Continuation of Replacement of communication radios for the Police Department
2. Replacement of aging equipment in the Council Chambers and AV room to be done in phases due to the cost of the project.

Radio Replacement - \$76,000

This is a continuation of the radio replacement for the Police Department that was begun last year. It includes mobile and portable radios used for emergency communications. This project is a necessity due to the fact that current radio equipment has reached end of life and is no longer going to be supported by the vendor. This project totals approximately \$168,000 for the Police Department and the first phase was completed in FY 2019 at a cost of \$92,000. The contract price was guaranteed for three years so that dictated the time frame for completing the replacement project.

Justification: This is a project that has to be completed because without it the Police Department would be depending on equipment that is worn out with no ability to be repaired since the vendor is no longer providing support.

This supports the goal in the Strategic Plan of Growing Smart.

Risk: Keeping the community and officers safe could be at risk if the current equipment should fail during an emergency.

Council Chambers AV Equipment - \$110,000

The equipment in the Council Chambers and the AV room has been in use for ten years and is at the end of its useful life. The technology has changed, as well as how the Council Chambers is used.

The equipment in the audio/recording room was replaced in FY 2019 at a cost of \$21,133. Another hurdle that we are faced with is that the Council Chambers is not just sitting at the dais, but also around a large table in the middle of the floor. The projector in the Chambers failed in February 2019 and was replaced with a used projector at a cost of \$3,072 since the projector that failed was no longer manufactured or supported. Another issue in the Council Chambers is that the audience complains that they cannot hear the presenters at the podium or the Board when they speak. Merely increasing the volume will not fix the problem because it causes feedback in the system.

Due to the cost of this project it was recommended that the replacement be done in several phases.

Phase 1 – FY 2019 – Replace the equipment in the AV room, programming and installation of a new touch panel, \$21,133 – COMPLETED.

Phase 2 – FY 2020 – Replace all the microphones with wireless and/or lapel microphones, new equipment in the AV room to support the wireless and additional mics that are needed for various meetings. Also replace all the speakers in the Chambers and add additional to help those in the audience hear the Board and presenters at the podium, \$45,000.

Phase 3 – FY 2021 - Removal of projector and installation of large monitors around the Chambers for the audience and replacement of all monitors for the Board, staff and at the podium. Electrical work would have to be done, in this phase, which increases the cost of this phase of the project which totals approximately \$65,000.

The cameras and other recording equipment, in the AV room, is owned by PEG Media Partners and was updated (Feb. 2018) to allow for HD recording and playback.

Justification: This upgrade is at a place where not making the upgrade could cost additional funds if individual pieces of equipment fail and had to be replaced one at a time. The other issue would be that new equipment would not work with the old equipment and could cause the need to replace other pieces when one piece fails.

The replacement meets the goal in the Strategic Plan of Growing Smart since it planning for replacement of equipment and getting better rates due to economy of scale and using the break/fix method which ultimately costs more than a planned replacement.

Risk: There is not real risk other than the cost would be much higher to replace pieces one at a time due to service calls, replacement of additional pieces ensures all equipment will work together. It is very difficult to budget for an unknown failure.

COMPUTER REPLACEMENT - \$82,000

Almost all employees utilize computers in all departments, and therefore all departments must plan for replacement of computers so that they meet all the requirements for security of our network.

Due to not having a schedule for replacement of computers town wide or even department wide some are utilized for longer than is advisable. After a period of time Microsoft ceases to support programs and/or operating systems due to the age and how technology has advanced. By

Microsoft ceasing to provide support they will no longer provide security patches for that program and/or operating system.

Justification: Microsoft has notified all users that as of January 2020 they will no longer support the 2007 operating system. Since Microsoft will not be pushing out patches and security fixes it will not meet the very basic security requirements for the Town network. It also means that computers utilizing the 2007 operating system cannot connect to the Town network due to the security requirements of CJIS a required program used daily in the Police Department.

There are many computers that are utilizing the 2007 operating system that are in excess of four years old and therefore have to be replaced. There are some computers utilizing the 2007 operating system that can be upgraded to the 2010 operating system and therefore, push out replacing that computer for a year or so. The IT Committee along with Cii, our IT contractor, will determine if the computers will need to be replaced or if they are able to upgrade to the 2010 operating system.

We realize this is a significant cost but to save on the purchase price of new computers in all departments they will be purchased in bulk. We will work closely with each department to determine the needs for each computer.

Risk: If this is not completed there will be computers that will not have access to the Town network so completing their job and serving the customers of the Town will not be possible. For the Police Department that would be the majority of their computers.

TOWN OF ZEBULON-GENERAL FUND						
CAPITAL IMPROVEMENTS						
FISCAL YEARS 2020-2024						
DEPARTMENT EXPENDITURE		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Information Technology						
Radio Upgrade		\$ 76,000				
Council Chambers Upgrade Phase 2		\$ 45,000				
Council Chambers Upgrade Phase 3			\$ 68,000			
	TOTAL COST	\$ 121,000	\$ 68,000	\$ -	\$ -	\$ -
Revenue Sources						
Dedicated Revenue		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	TOTAL REVENUE	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
	TOTAL NEEDED	\$ 71,000	\$ 18,000	\$ (50,000)	\$ (50,000)	

Memo



To: Joe Moore, Town Manager

From: Chris Ray, Public Works Director

CC: Property Management Committee Members

Date: April 1, 2019

Re: FY2020 Property Management CIP (revised)

The Property Management Committee met recently to discuss the capital improvements needs for property management. The committee consisted of the following members:

- Bobby Fitts, Finance Director
- Chris Ray, Public Works Director
- Sheila Long, Parks and Recreation Director
- Chief Tim Hayworth, Police Chief
- Chief Chris Perry, Fire Chief

The committee developed criteria to assess needs and projects. The criteria focused on the following considerations:

- Maintenance record – are we constantly fixing something that should be replaced?
- Useful life – has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life?
- Safety - Are we addressing a hazard/OSHA/government mandate? (Federal, state, local)
- Does it solve a problem, fulfill a need, expand a service, increase efficiency?
- What are the consequences or implications if we do not do it or defer it?
- Renovation or new construction - does it only satisfy our immediate need or will it allow for future growth?
- What are our alternatives? Ex. Instead of building it, can we rent it? Can staff perform any tasks? (demolition, landscaping)
- Is the success of this project related to another project? Does the timing of this project affect another project?
- What is the possibility of cost escalation over time?
- Is a Preliminary Engineering Report or Feasibility study needed?
- What are the financing resources? (GFFB, fees, grants, leases, private donations, loans, G O bonds, revenue bonds)
- Is funding source secured? (Ex. Already have fee-in-lieu, grant awarded)
- Does it increase or reduce operating cost? Note: recurring expenses such as water/sewer/ electricity

Town of Zebulon owns thirteen major facility structures ranging in age from seven to one hundred ten years old. These facilities range from 225 square feet to 20,806 square feet in size for a combined total of 72,788 square feet.

During FY2018, the Town completed for a condition assessment report that serves as a guide to future capital maintenance investments. The survey also provides vital information on past building maintenance, renovations and upgrades, so this institutional knowledge and information is not lost with new maintenance and budget staff. Based on recommendations in the Facility Assessment Survey, the Committee has developed a quick reference table for useful life of the typical Town of Zebulon assets.

	Asset Type	Useful Life Expectancy
1	Windows	30 years
2	Exterior Sealants	5-15 years
3	Asphalt Shingles	20-30 years
4	Single Ply Roof	15-20 years
5	2-ply Modified Bitumen Roof	15-25 years
6	Carpet	8-10 years
7	VCT	25 years
8	Interior Paint	10-15 years
9	Garage Doors	20-25 years
10	Water Heaters	10-12-Electric/Gas
11	Plumbing Fixtures	30 years
12	Heat Pump/RTU	12-14 years
13	Generators	25-30 years
14	VAV Boxes	25 years
15	Chiller-Reciprocating	20 years
16	Fire Alarm	15 years
17	Fire Pump	25 years
18	Security System	10 years
19	Transformers	30 years
20	Air Handlers	25-30 years

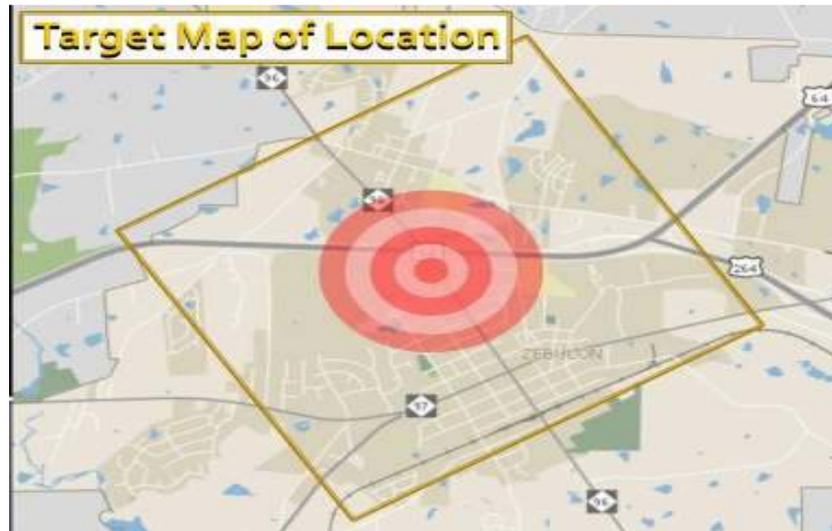
After thorough discussion of existing and future needs, reviewing the recommendations in the facility assessment survey, plus considering the evaluation criteria, the Property Management Committee determined the following list of projects as having the highest priority for FY2019:

- Fire Station Land Acquisition -\$500,000

As identified through departmental requests, recommended through a facility study conducted by Brooks Innovative Solutions (BIS), and discussed at length at recent Board of Commissioner retreats, the fire department is moving towards construction of a new, strategically-located headquarters fire station, with co-located EMS units. The site will be located as to provide the desired service level across the corporate limits and county fire district, ideally near the intersection of North Arendell Avenue and US 64/264. Based upon growth projections by BIS, this station could serve our area for the short term future, with the need for a substation to be constructed in about FY 2033, with timing ultimately based upon the actual growth experienced in our area.

The land acquisition identified in FY2019 budget includes funding for a maximum of approximately 5 acres of land for the fire/EMS facility. Based upon the final building needs for the EMS

component of the project, a lesser amount of land may be sufficient. Revenue will be provided by Wake County for the project, based upon the impact of the EMS part of the project. This land acquisition would be followed by the facility design and construction in subsequent years. Delay of land acquisition will result in reduced number of suitable tracts of land for construction as well as increased cost, both due to increasing demand for commercial establishments which are accompanying the residential growth.



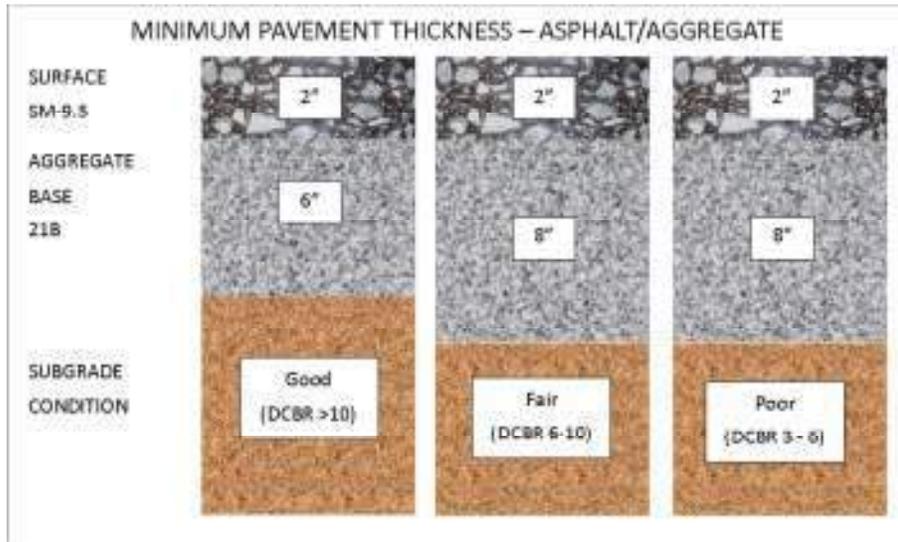
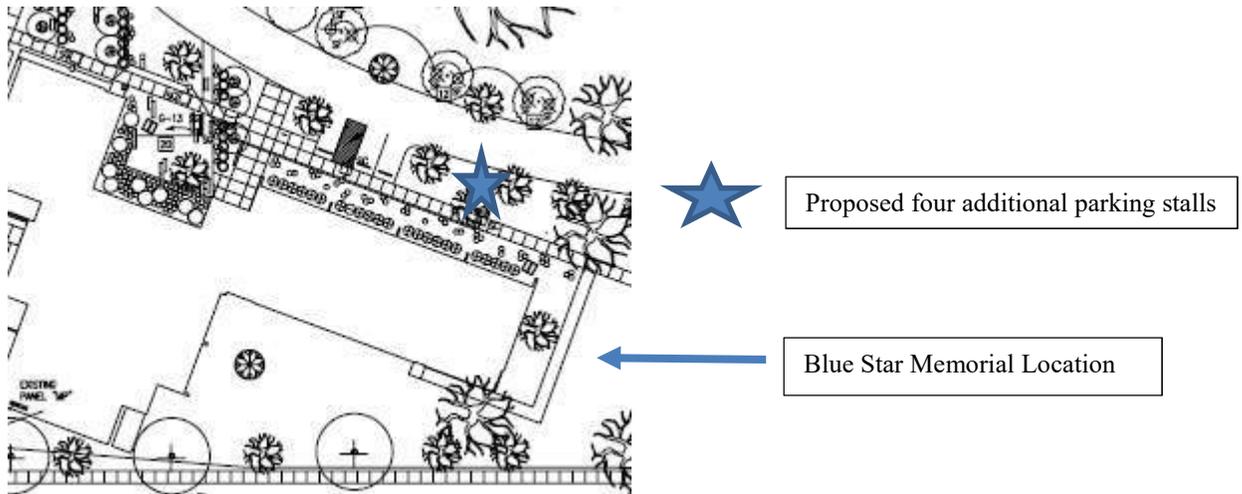
Opinion of Probable Acquisition Cost	Cost
5 Acres of Land – Building, Parking, Stormwater, Training	\$500,000

The fire station project is consistent with the 2030 Strategic Plan of “Growing Smart” by locating our emergency facilities strategically to meet our and expected service demands. This project has been chosen through the evaluation of our other options and been determined the best way to address our existing facility needs as well as service demands.

- **Additional Parking at Police Department – \$20,500**

The original design of the police station parking address only the code required handicap needs, plus one additional space. The proposed four additional spaces would provide a more convenient access for visitors to the Police Station to get reports, meet with an officer and utilize the new “Safe Zone” for online transactions. These spaces would also provide police officers with a place to temporarily park while dealing with citizens in the front lobby or at the 911 call box. Currently officers have to park in the circle while conducting business, which can make the driveway very congested. With the recent approval of the Blue Star Memorial Gardens as seen below, these new spaces provide better parking access for our Veterans visiting the site to pay their respects.

The construction of the new spaces will require the removal of four large trees and the overburden removed to install the new spaces. Project construction will be overseen by the Zebulon Public Works Department.



Proposed Design -8" CABC and 2" SF9.5 B

Opinion of Probable Construction Cost Estimate	Cost
Construction with striping	\$12,000
Tree Removal	\$ 4,600
Misc. Landscaping	\$ 500
Contingency @ 20%	\$ 3,400
Total Cost	\$20,500

The construction of the project is consistent with the 2030 Strategic Plan of "Growing Smart" by providing a facilities to support operations to maintain service levels of a growing community. The Blue Star memorial will be a popular gathering place for families, neighbors and visitors to our town, which supports our "small town life" goals of maintaining our small town heritage and charm. The Blue Star Memorial honors the services of our veterans and honors the heritage of our community.

• **Emergency Operations Center – Warming Kitchen Renovations-155,000**

As the Town has grown over the last several years and the adverse weather conditions (snow, hurricanes and tornados) have become more routine. Town staff response to these events has evolved into a more formal approach has been taken with the use of an emergency operations center at the Police Training/Conference Room.

To date improvements to communications systems, video systems and web access have been improved through departmental operational budgets. As we have begun to use the EOC (Emergency Operations Center), the short coming of the facility have become more evident. The existing break room is too small to serve the police staff and ECO staff. The room lacks the ability to store bulk food, provide ice for drinks, microwave multiple dishes at one time, and prepare food basic frozen without an oven. The renovation would provide an ice machine, a large sink, two refrigerators, two microwaves, an oven, a place for bulk storage of paper goods, plus provide a separate place to eat or take a break the controlled chaos.

These improvements can be completed within the existing footprint of the Police Station by removing the seldom use pantry and restroom. Below is the proposed layout for the new warming kitchen.



Opinion of Probable Construction Cost Estimate	Cost
Demolition/site protection	\$10,500
New VCT Tile Floor	\$ 7,500
Concrete Slab Work	\$ 5,000
Electrical/LED Lighting	\$12,500
HVAC Modifications	\$ 2,500
Fire Alarm Programming	\$ 2,000
Plumbing	\$ 7,500
Ceiling Grid Replacement	\$ 3,500
Appliances/Equipment	\$15,000
Cabinet Allowance	\$ 7,500
Painting/ Wall Repair	\$ 5,000
Disposal -Landfill	\$ 750
Permits	\$ 750
Subtotal	\$80,000

Contractor – General Requirements @ 5%	\$ 4,000
Contractor – Overhead @ 10%	\$ 8,400
Contractor – Profit @ 10%	\$ 9,240
Construction Cost	\$101,640
Design @ 25%	\$24,410
Contingency @ 20%	\$25,410
Total	\$152,460
Budget Amount	\$155,000

The warming kitchen project is consistent with the 2030 Strategic Plan of “Growing Smart” by locating our emergency facilities strategically to meet our and expected service demands. This project has been chosen through the evaluation of our other options (building expansion) and been determined the best way to address our existing facility needs as well as service demands.

The construction of the project is consistent with the 2030 Strategic Plan of “Growing Smart” by providing a facilities to support emergency operations to maintain service levels of a growing community.

- **Facility Safety Report and Security Improvements - \$40,000**

The Zebulon Police Department, Safety Committee and Human Resources have taken on the challenge of completing a vulnerability assessment of Town Facilities with the goal of understanding potential safety risks in each of our buildings.

Currently, the Town’s major building facilities of Town Hall, Police Station, Fire Station, and Public Works contain approximately the following square footage with little or no security systems.

	Building	Square Footage	Security Systems
1	Town Hall	20,000 SF	Finance/Planning – Buzz entry doors only
2	Police Station	15,000 SF	Cameras and restricted public access
3	Fire Station	7,200 SF	No Systems
4	Community Center	14,800 SF	Cameras, Panic Button, Panic fobs
5	P/R Maintenance Bldg.	2,400 SF	No systems
6	Public Works Adm. Bldg.	2,400 SF	Cameras, Panic Button, Panic Fobs
7	Public Works Maint. Bldg. and yard	5,000 SF	No systems

This assessment team will be pared with consultant team of an Architect, Engineer and safety products consultant to develop an implementation plan to make improvements in a logical, practical and building code compliant method. The plan will look to take advantage and possible expand systems already in place. The plan will attempt to standardize systems where possible between buildings.

The group will develop an implementation plan, budget and tackle some simple immediate “low hanging” safety improvements.

	Description	Cost
	Implementation Report	\$ 30,000
	Low Cost Safety Improvements	\$ 10,000

The development of this plan and completion of several small projects to be named is consistent with the “Growing Smart” goal of continuing to protect and invest in our assets with security monitoring and protecting our most valuable asset our people.

Currently, we spend approximately 50% of the overall budget on personnel; therefore making it our single largest investment. By investing and protecting our most valuable asset, we will preserve and enhance our small town feel and extend the motto of “Town of Friendly People”.

We cannot afford to lose the confidence of staff; the loss of staff confidence will lead us to the Town becoming ineffective in providing services to our citizens and erode away at our best asset and biggest investment.

- **Automated Gate at PW maintenance Yard - \$17,000**

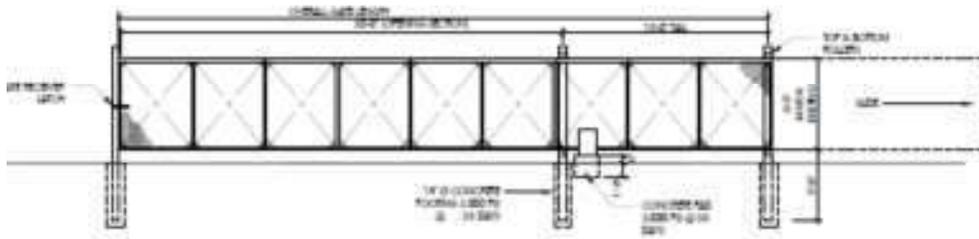
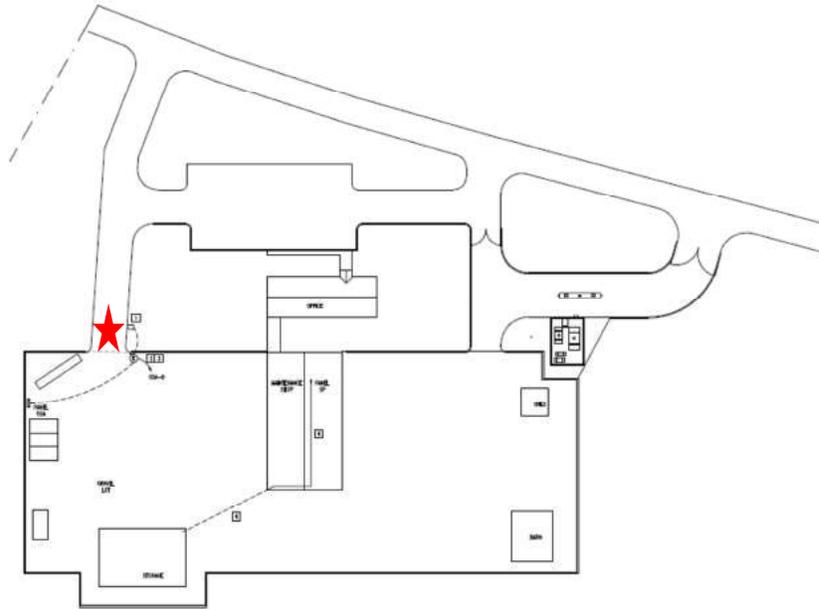
The Public Works site contains an administrative building, fuel system site, and a maintenance yard. Within the maintenance yard is a 5-bay shop, equipment laydown yard, a mowing shed, a pole barn (salt storage), a brine production facility, a lift system, and vehicle parking. Public Works currently stores equipment, trucks, vehicles, generators, tractors and trailers. The mowing shed holds mowers and various landscaping equipment. The value of vehicles and equipment is over \$1 million stored within building and maintenance yard...

The Public Works maintenance yard is surrounded by a galvanized steel 6’ tall fence with a 2’ area of barbed wire above it. The set of gates on the west driveway is secured with a chain woven between the gates and fastened by a padlock. The lock and chain has to be removed and the gates fully opened to allow the large vehicles/equipment to enter and exit safely.

The administrative offices and cameras offer very little view of the west driveway. Delivery trucks and vendor representatives turn into the west driveway and continue to the shop area. In 2012, Public Works erected a sign beside the driveway directing visitors to the office; however, it is largely ignored. The Zebulon Police Department in February 2017 during a security assessment recommended the installation automated gate for maintenance yard, so gates would not have to remain open and all visitors and deliveries would come to the office entrance that has video surveillance.

The automated gate system consists of one 30’ dual track cantilever aluminum gate installed to match the 6’ high galvanized chain link fence, an operator with safety loop, and 15 two-button transmitters. An automated gate would permit quick entry for Public Works employees during operational hours, yet prevent unwanted traffic. The driver would press a transmitter button to roll the gate to the side of the fence. Shortly after the truck passes through the gate, the gate would automatically close preventing unauthorized access

Memo to Town Manager
FY2020 Property Management CIP
March 1, 2019



Opinion of Probable Construction Cost Estimate	Cost
Construction -Gate	\$13,000
Electrical	\$ 1,500
Permits	\$ 325
Contingency @ 15%	\$ 2,175
Total Cost	\$ 17,000

The construction of the project is consistent with the 2030 Strategic Plan of “Growing Smart” by providing a facilities to support maintenance operations to maintain service levels of a growing community. In an ever changing world, security concerns are becoming prevalent and communities are having to adjust how we do business. How we did business in 1987 when this facility was constructed is no longer a viable option in today’s world.

The long term maintenance associated with an automated is very minor and can be absorbed in our existing operating budget within the annual CPI increases. Cost are expected to rise annually between 10 and 15 percent. If this project is delay by two years the additional cost to install the gate could rise by \$5,000

- **Whitley Park Renovations -\$16,000**

The goal of this project is to refresh and revive a 555 square foot restroom facility built in 2000. The facility assessment in June 2018 noted the interiors of the restroom are showing signs of normal use over the last 18 years and are becoming tried. Recommended finish replacements include epoxy floors, fiberglass reinforced panels, painting, and new door hardware. Other improvements to be completed are replacing the hot water heater (useful life 10-12 years) installation of LED Lighting, siding and shingle repairs.



Whitley Park



Restroom Layout



Women's restroom floors



Shingle Damage

Zebulon Public Works Staff will act as general contractor and oversee contracts with roofer, painter, electrical contractor and carpenter in an effort to save costs.

Opinion of Probable Construction Cost Estimate	Cost
Roofing Repairs	\$ 750
Siding Repairs	\$ 500
Painting – epoxy floors, breezeway, doors	\$ 3,000
Hardware	\$ 650
RFP replacement with cove base	\$ 5,000
Hot water Heater Replacement	\$ 750
Electrical – LED lighting	\$ 2,500
Subtotal	\$13,150
Contingency @ 20%	\$ 2,630
Total Cost	\$ 15,780
Project Budget	\$ 16,000

The construction of the project is consistent with the 2030 Strategic Plan of “Growing Smart” by providing a facilities to maintain service levels of a growing community. Whitely Park is a popular gathering place for families, neighbors and visitors to our town, which supports our “small town life” goals of maintaining our small town heritage and charm.

If items appear neglected and not maintained are more likely to become vandalized or damaged. A facility that is not neat and clean in appearance is less likely to be visited again and become a gathering place for the community, which is in contradiction to our organizational values.

- **Picnic Shelters at ZCP tot lot - \$8,000**

The goal of this project is to refresh and revive the 1991 original picnic shelters at Zebulon Community Park. The two picnic shelters will have the 29 year old shingles replaced, pressured washed and stained 20' x 20' shelters. We will also pressure and stain the arbor structure between the structures. It is estimated to cost approximately \$ 5.25 per sq. ft. to remove and replace the architectural shingles and install 15 lbs. felt paper.



Opinion of Probable Construction Cost Estimate	Cost
Shingle replacement –800 sq. ft.@ \$5.25 sq. ft.	\$4,200
Pressure Washing	\$ 625
Stain includes ceiling and spot repairs -2 coats	\$ 2,500
Subtotal	\$ 7,325
Contingency @ 20%	\$ 1,465
Total Cost	\$ 7,780
Budget Amount	\$ 8,000

The construction of the project is consistent with the 2030 Strategic Plan of “Growing Smart” by providing a facilities to maintain service levels of a growing community. Zebulon Community Park Tot Lot is a popular gathering place for families, neighbors and visitors to our town, which supports our “small town life” goals of maintaining our small town heritage and charm. A facility that is neat and clean in appearance will to be visited again and will continue to be gathering place for the community.

- **LED Lighting Conversions @ Town Hall 1st Floor -14,000**
- **LED Lighting Conversions @ Town Hall 2nd Floor - \$ 8,000**

As part of the planning suite renovations project we installed new 5000 K LED T-8 lamps in the existing parabolic fixtures. These LED lamps are line voltage compatible reducing the need for an electronic ballast. The elimination of a ballast reduces failures and with the 50,000 hour life significantly reduces maintenance on light fixtures for staff. An additional benefit of the light is dimmable allowing adjustment of lighting to individual preferences. The light is dimmable without installing a new switch. The lighting level can be adjusted to the 100%, 50% and 25% levels by toggling the existing switch. The typically T-8 uses approximately 30 watts and the new led lamp use 15 watts generating a 50% reduce in wattage consumed.

The retrofit cost is approximately \$90.00 for the typically three lamp fixture and \$75 dollar per can 2 compact florescent can fixture at Town Hall. To complete the conversion of Town Hall would cost \$22,000.00. Lighting upgrades have not been calculated for the two unfinished suites upstairs. It is recommended that they be converted during renovation of those suites.

First Floor – Town Hall

	Description	Quantity	Price	Total
1	T-8 (3) Lamp Fixture	100	\$90.00	\$ 9,000
2	Can Lights	24	\$75.00	\$ 1,800
	Subtotal			\$ 10,800
	Contingency @ 25%			\$ 2,700

	Total			\$ 13,500
	Budget Amount			\$ 14,000

2ND Floor – Town Hall

	Description	Quantity	Price	Total
1	T-8 (3) Lamp Fixture	54	\$90.00	\$ 4,860
2	Can Lights	20	\$75.00	\$ 1,500
	Subtotal			\$ 6,360
	Contingency @ 25%			\$ 1,590
	Total			\$ 7,950
	Budget Amount			\$ 8,000

The installation of this energy saving LED lamps is consistent with the 2030 Strategic Plan of “Growing Smart” by lowering the cost of maintenance and consuming 50% less energy. Spending less on energy is “financial smart” as we strive to maintain and preserve the affordability of our community.

Zebulon Public Works Staff will act as general contractor an overseeing the electrical contractor and coordinating the installation with Town Hall staff in an effort to save costs. Failure to install the new technology increases operating cost from maintenance activities and electricity, which is inconsistent with our “Growing Smart” Strategic Plan

- **Wakelon Elementary School Park – Field Rehabilitation Phase 1- \$48,500**

The FY 2019 budget included the expansion of athletics in Zebulon to include a spring soccer program. 810 recreation league games and practices (multisport) are projected to be held in FY 2019 at fields within the Zebulon park system. Not only has our athletic program grown, but so have private soccer rentals and unorganized pick-up games. In FY 2019, the Parks and Rec Department projects to rent fields for multisport purposes a total of 136 days with projected revenue of \$15,650.

The current condition of the +/- 100,000 square foot upper field at Wakelon Elementary School is unplayable due to overuse. The field was shut down November of 2018 to prevent further damage and injury to players. Parks staff was able to identify 1/3 of the field as useable to accommodate younger age groups in the spring recreation youth soccer league. The field is not available in its entirety, and it could be the end of summer before full use of the field is available again. Ongoing private rentals such as the Zebulon Mighty Mite Football Team and the Hispanic Soccer League were directed to fields at Zebulon Community Park causing additional strain on the outfields of both ballfields.

In addition to irrigation efforts at Wakelon Elementary School Park, staff is working to identify alternate field opportunities. Zebulon Elementary School Park has an open space area that may offer an additional location for light use. Staff will work with Wake County Public School personnel to discuss use of the open space for lighter sport play such as soccer leagues under the age of 8. The Glaxo Smith Kline property at the Town Municipal Complex is also an opportunity staff is reviewing to help support the growing demand of multisport fields in Zebulon. A game field and practice field have been identified where minimum preparation efforts would be required. Once proper pesticide and fertilizer treatments are applied, the area will be available for play. The total cost of treatments will be \$1900 annually on the GSK property and will be identified in the annual operating budget. Additional expenses will include PortaJohn rental (\$1500), trash receptacles (\$300), and an additional entrance gate (\$1,000) . Expanding the town’s field inventory in addition to installing irrigation will provide staff with fields necessary to implement a field rotation schedule. A rotation schedule will allow time for parks staff to rest and recover fields. Increasing the field

inventory will also provide additional play opportunity for our community which could include consideration for future sports tourism.

Field rehab at Wakelon Elementary School Park will include the addition of irrigation on the upper field. Irrigation will support staff efforts in maintaining a proper and safe playing surface for park and recreation leagues and other organized multisport opportunities that will encourage repeat visits. The disturbed areas will be re-seeded with Bermuda seed and starter fertilizer.



	Description	Cost
1	Irrigation Installation	\$15,000
2	Site Demo/Grading and disposal	\$4,000
3	Bermuda Seed/Fertilizer and straw allowance	\$6,000
4	2" Water Tap, RPZ, PRA with Hot box w/ service line to Irrigation system	\$15,000
5	Electrical Service	\$2,000
6	Contingency @ 15%	\$ 6,300
	Subtotal Cost	\$48,300
	Budget Amount	\$48,500

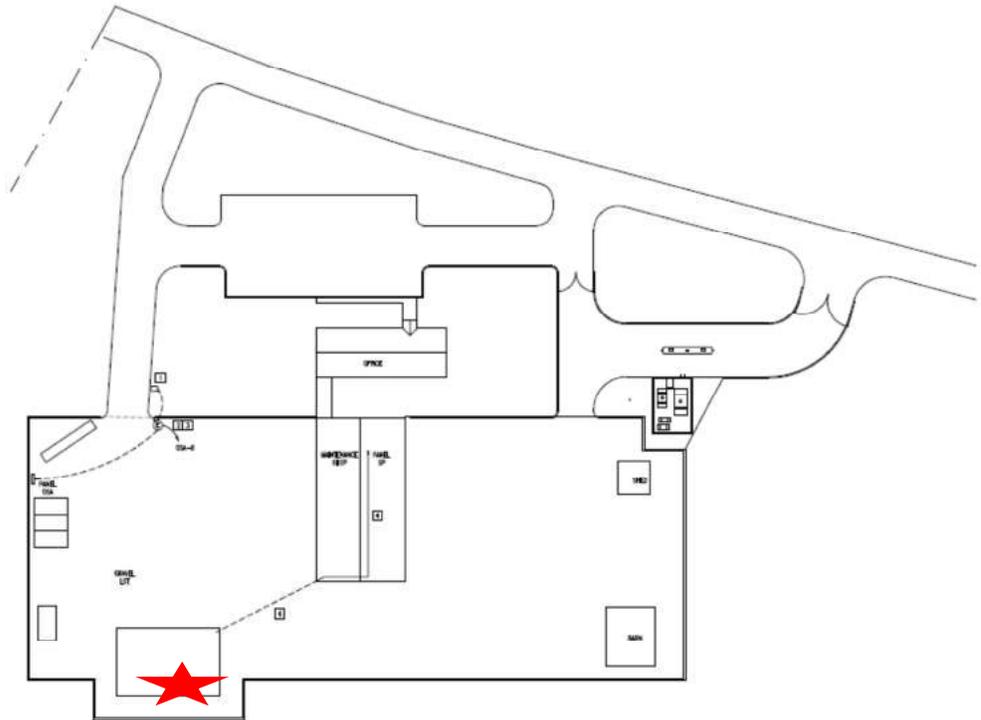
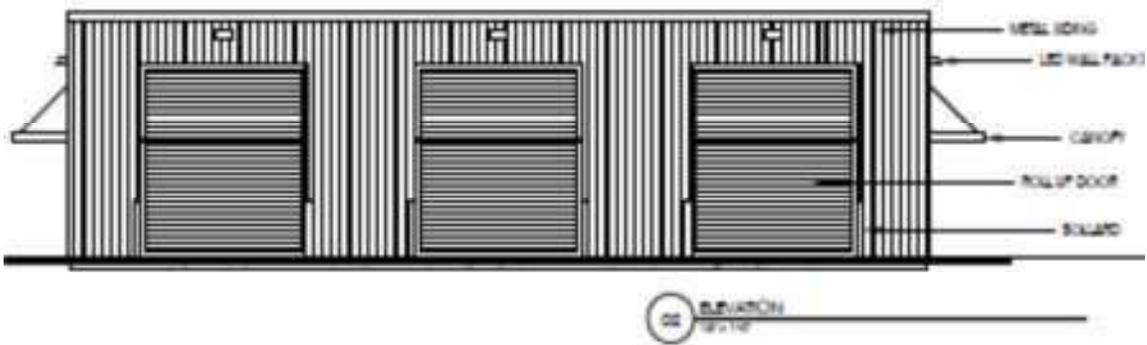
The construction of the project is consistent with the 2030 Strategic Plan of "Growing Smart" by providing facilities to maintain service levels of a growing community. Soccer fields at Wakelon Elementary School Park are a popular gathering place for families, neighbors and visitors to enjoy sport in our town, which supports our "small town life" goals of maintaining our small town heritage and charm. A facility that is properly maintained will to be visited again and will continue to be a gathering place for the community.

- **Public Works Equipment Shed 40'X60'X 17-\$370,000**

During FY 2019 funds were spent to design and layout a new commercial grade equipment shed at the Public Works Facility. The design work was performed by architect DeVon Tolson, HDM and Associates, and Neville Structural Engineers. Last fiscal year \$17,700 was invested to design. Pre-construction work (demolition, clearing, building pad construction) was performed by staff at an estimated value of \$20,000. Geo-technologies inspected and approved the building pad density and compaction.



Existing Stone Pad –
over 300 tons of
compacted process fill
material was used in
the construction of
pad by PW Staff



The commercial grade building will be constructed on 6” concrete pad, clear span metal framing, R-19 insulated, electrical in metal conduit and metal boxes, LED lighting and exit signs, three 12’ by 14’ HD roll-up doors for equipment access protected by bollards and interior surrounded by fire-rated plywood for mounting and storing equipment. The project will include the enlargement of the fence area to accommodate the building. Staff will install a new air compressor and lines with air access points.

Current storage and protection of equipment and vehicles from weather events is very limited. During bad weather or emergency events, staff’s ability to store necessary equipment is very limited and creates egress hazards. The building will provide sufficient protection from the winter weather to prevent bulk water stored on board the ramjet, vacuum trailer and sweeper from freezing. Due to the proximity to the existing facility this new building will be able to be placed on the generator for emergency power.

To construct the project:

	Opinion of Probable Construction Cost Estimate	Cost
1	Architect – Bidding and Construction Administration	\$10,000
2	Construction Cost -2400 SF Bldg.	\$310,000
3	Geotechnical Cost	\$3,500
4	Contingency @ 15%	\$46,500
	Total Cost	\$370,000

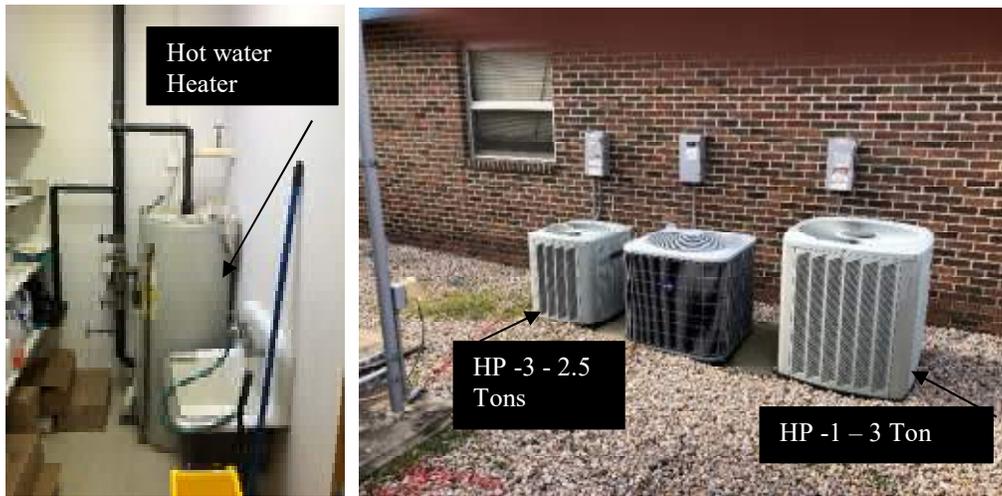
The 2400 Sq. Ft. Zebulon Community Center Maintenance Building constructed budget in 2009 was \$315,000 for contractors already mobilized on site with the construction of the Community Center. The design cost of the building was included in the original cost of the Community Center.

The construction of the project is consistent with the 2030 Strategic Plan of “Growing Smart” by providing a facilities to support maintenance operations to maintain service levels of a growing community.

The cost of construction is expected to rise in the Triangle market over the next several years due to rising cost of materials, skilled labor shortage and storage of contractors. It is reasonable protect the expected cost for the facility to rise between 15% and 20% per year over the next two years. In two years, the town would expect to pay over \$525,000 to construct the same building.

- **Public Works HVAC/Hot Water Heater Replacement- \$55,000**

Design and Construction to replace the existing 2004 3-ton Heat Pump s(#1) and 2007 2.5 ton Heat Pump (#3) with hi-efficient natural gas units . We would also replace the 1998 electric 65 gallon hot water hear with an instantaneous hi-efficient gas water heater. Typical useful life of heat pumps 12 to 15 and hot water heaters are 10 to 12 years. Both units are at the end of their useful life. We recommend replacing both units with natural gas units; therefore, generating savings on electrical energy costs and providing a warmer heat for staff.



To complete the project:

	Opinion of Probable Cost Estimate	Cost
1	Replace HP-1 3/Ton HP with Hi-Efficient Gas	\$10,000
2	Replace HP-3 2.5/Ton HP with Hi-Efficient Gas	\$ 9,000
3	Gas Piping	\$ 4,000
4	Flues Construction through Roof – includes roof flashing	\$ 4,500
5	Instant Hot Water Heater	\$ 7,500
6	Demolition of existing equipment and electrical	\$ 2,000
7	Design and Construction administration	\$10,000
	Subtotal	\$47,000
	Contingency	\$ 8,000
	Total Project	\$55,000

The construction of the project is consistent with the 2030 Strategic Plan of “Growing Smart” by providing a facilities to support maintenance operations to maintain service levels of a growing community.

The unexpected failure of these units would not let allow for the transition to gas, since the conversion would need to occur immediately to maintain service to the building. The biggest pro that a furnace has is that it will heat the office in *any* condition, regardless of outside temperature. A heat pump only works well if the temperature is *above* freezing, Natural gas by “rule of thumb” is 30 to 45% cheap than electricity The switch to natural gas we will effectively reduce the electrical load on the existing 60 KW generator, which is operating at near max capacity therefore allowing capacity as our the facilities grow.

The cost of construction is expected to rise in the Triangle market over the next several years due to rising cost of materials, skilled labor shortage and storage of contractors. It is reasonable protect the expected cost for the facility to rise between 15% and 20% per year over the next two years. In two years, the town would expect to pay over \$79,000 to construct the same building.

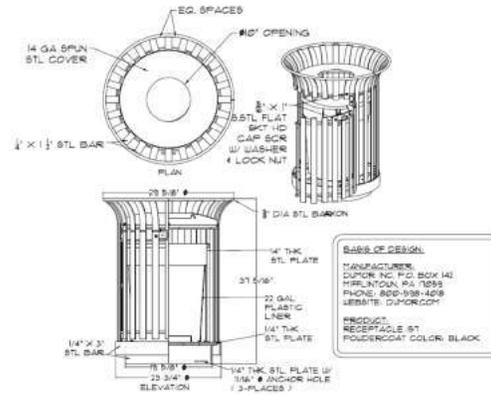
- Downtown Trash Can Replacement - \$10,000

The existing downtown trash cans were installed in spring 2005 as part of the Downtown Revitalization Program and minor repairs were made in spring 2017. The trash cans have served beyond their useful life and need to be replaced immediately. Many of the cans have lost their bonnets or been damaged over the years. The estimated cost is \$700.00 per can and 15 cans

are needed to be placed on Arendell Avenue between Barbee Street and Gannon Avenue.
Requested Amount - \$10,500



Existing 2005 Trash Receptacles



Proposed Black Trash Receptacles

The purchase and installation of the project is consistent with the 2030 Strategic Plan of “Growing Smart” by providing “Vibrant Downtown” which is clean and attractive to serve as the Heart of Zebulon and providing a gathering place for the community and destination for visitors.

If not replaced during the next fiscal year, many of the trash carts will have to be removed for structural failures.

Property Management Trends to Watch:

1. Construction raw material prices are on the rise. We are seeing material cost rise 7 to 15 percent annually. The local demand for concrete has pushed prices close to the 130 CY depending on volume.
2. The recent 25% trade tariff on foreign steel and 10% aluminum are already hitting the local market place.
3. Recent economic recovery has caused a shortage of copper and wire for building projects; therefore, prices have seen significant increases since January 2016.
4. With the construction industry recovering from the Great Recession, there are labor shortages throughout areas of the country. This is expected to continue in 2019 as firms struggle to find enough skilled craft workers to meet the growing demand in order to keep pace with the increase in construction spending and starts expected this year.
5. Construction technology is going to continue to make inroads to solving some of the industry's major problems: safety, productivity and labor shortages.
6. We've reached a point where almost all construction projects these days incorporates some sustainable or green elements into them. Whether it's a completely net-zero building or just a few green components, sustainability will continue to be a major trend in 2019.

TOWN OF ZEBULON-GENERAL FUND							
CAPITAL IMPROVEMENTS & FINANCING PLAN							
FISCAL YEARS 2020-2024							
DEPARTMENT EXPENDITURE		FY 2020	FY 2021	FY 2022	FY2023	FY2024	
Property Management - \$360,000	Department						
Fire Station Land Acquisition	Fire	\$ 500,000					5 Acres @ \$100K Each 3.5 Acres - Town 1.5 Acres -EMS
2004/2007 PW HVAC units (HP-1 and HP- 3) 1998 Hotwater Heater	Bldgs./Grounds	\$ 55,000					Replacing 2 of 3 HVAC units - beyond useful life (12-15 yrs.) 1998 Hotwater Heater - converting to natural gas
Additional Police Station Parking Spaces - Permeable Pavers	Police	\$ 20,500					Provides four additional parking spaces near police entrance and Blue Star Memorial Garden
Emergency Operations Center - Warming Kitchen Renovations	Police	\$ 155,000					See Rendering for DeVon Tolson
Facility Safety Report and Security Improvements	Safety Committee	\$ 40,000					Report looks at costs of security improvements based awareness surveys and attempts to address low cost projects
Automated Gated -PW Maintenance Yard	Safety Committee	\$ 17,000					Prevents visitors from wandering on to maintenance yard , into shop and office back door unannounced.
Downtown Trash Can Replacement	Bldgs./Grounds	\$ 10,500					15 @ \$700/ea. - originally installed in 2005 - Additional cans have been included for the section between RR and Barbee Street.
Whitley Park Restroom Renovations	Parks & Rec	\$ 16,000					Epoxy Floors, RFP replacement, Door Hardware, Painting, siding repairs, LED lighting
Picnic Shelters at Tot Lot /Community Park - Shingles and Staining	Parks and Rec	\$ 8,000					Original Park Shelters from 1990. Shingle at end of useful life
LED Conversion at Town Hall -1st floor	Bldgs./Grounds	\$ 14,000					no engineering services . 56% less energy consumption than T-8 lamps
LED Conversion at Town Hall - 2nd floor	Bldgs./Grounds	\$ 8,000					Does not include occupied space. 56% less energy consumption than t-8 lamps
PW Equipment Shed - 2400 Sq. Ft.	Bldgs. and Grounds	\$ 370,000					Pre-engineered Metal Building with three 14' by 10' rollup doors, insulation and LED lighting
Wakelon Elementary School Park - Field Rehabilitation	Parks and Recreation	\$ 48,500					Field rehabilitation due to use heavy use.
Little River Park -Renovations -FEMA GRANT	Bldgs. and Grounds	\$ 815,416					See FEMA grant request
Emergency Phone Tower (w/ camera)(ZMC Campus)	Bldgs./Grounds		\$ 10,000				Installation on Judd Street- Allows for Gates to be open on Front Lawn of ZMC
ZCC Painting and Carpet	Bldgs./Grounds		\$ 45,000				ZCC Painting and Carpet Replacement
Fire Station Design	Fire		\$ 622,500				\$4.15M @ 15%
PW Office Expansion and Shop Renovations	Bldgs./Grounds		\$ 475,000				Shop Renovations, Office Expansion, Windows, Design, exterior lights
Police Station Storage Shed	Police		\$ 15,000				20'x20' storage space to store items (i.e. bulk evidence items)
PW Automated Gates- Fuel	Bldgs./Grounds		\$ 21,000				Aluminum, Electric power, electronics
ZCC Sports Flooring	Parks		\$ 85,000				approximately 7200 sq. feet.
Police Station HVAC Replacement	Bldgs./Grounds		\$ 65,000				2008 - HP1, HP3, HP4, HP5, RTU5
ZCC Interior Lighting LED Retrofit	Bldgs./Grounds		\$ 21,600				Conversion to LED - Power savings
Police LED interior retrofit	Bldgs./Grounds		\$ 22,050				Conversion to LED - Power savings
Wayfinding Signage	Bldgs./Grounds		\$ 25,000				Directional signage @ Hwys 64 and 97 off ramps
Picnic Shelter/Restrooms	Parks & Rec			\$ 250,000			Renovations include Single stall men & women's restroom, separate picnic shelter & sidewalks
Fire Station Construction	Fire			\$ 348,000	\$ 348,000	\$348,000	\$4.15M Construction Allowance @ 15 year @ 3.0%
Fire Station - Furniture/Fixtures	Fire			\$ 50,000			Furniture, Lockers, Sleeping Quarters, TVs, storage racks/shelving
Town Hall Carpet and Paint (2nd Floor Lobby Carpet)	Bldgs./Grounds			\$ 55,250			Carpet and Paint
Town Hall Front Drive Lighting	Bldgs./Grounds			\$ 42,500			Increase front drive lighting to comply with Town requirements.
Police Station Painting and Carpet	Bldgs./Grounds			\$ 42,000			Carpet and Paint
PW Shop Rollup Doors	Bldgs./Grounds			\$ 80,000			End of Useful Life - 35 years
PW Shop overhead Lift	Bldgs./Grounds			\$ 25,000			Overhead lift to assist with maintenance activities
PW Security System Expansion	Bldgs./Grounds			\$ 10,000			Add security to shop and maintenance yard areas
ZCC HVAC Replacement	Bldgs./Grounds				\$ 135,000		HVAC -HP-1, HP-2, HP-3, HP 5, HP-6, HP-7, RTU-1
Parks and Rec. Maintenance Shop Paint	Bldgs./Grounds				\$ 11,000		Paint and fire protection coatings
Parks and Rec. Maintenance Shop HVAC	Bldgs./Grounds				\$ 11,000		Replacement of HP-8
Town Hall Window Replacement	Bldgs./Grounds				\$ 375,000		Replacement of the original 1988 windows - 35 years old (beyond useful life/ energy efficiency issues)
Police Station Locker Rooms Renovation	Bldgs./Grounds				\$ 180,000		Original GSK Construction 1988 - end of useful life -35 years
Community Center Facility Improvements	Parks & Rec					\$500,000	Renovation will be 15 years old. The project address finishes/fixturesbeyond useful life. Minor expansion possible.
Community Park Amphitheater	Parks & Rec					\$125,000	Outdoor performance facility with informal seating
Community Park Expansion	Parks & Rec					\$1,000,000	Ballfields/Mult-purpose fields/lighting/restrooms/concessions/playgrounds/parking/sidewalks/Picnic Shelter and other ammenties
	Total	\$ 2,077,916	\$ 1,407,150	\$ 902,750	\$ 1,060,000	\$ 1,973,000	
Finance							
Revenue Sources							
Dedicated revenue		\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	
Rollover- PW Shed		\$ 121,000				\$ 47,225	
Capital Reserve appropriation		\$ 25,000					
FEMA Grant		\$ 815,416					
Fund Balance Appropriation for Fire Land Purchase/Design		\$ 350,000	\$ 622,500	\$ 348,000	\$ 348,000	\$ 348,000	
EMS Share of Land Purchase 1.5 Acres		\$ 150,000					
	Total	\$ 1,821,416	\$ 982,500	\$ 708,000	\$ 708,000	\$ 755,225	
Shortfall		\$ (256,500)	\$ (424,650)	\$ (194,750)	\$ (352,000)	\$ (1,217,775)	
Debt Service - GF							
2009 ZMC Bond Payment - 20 year		\$ 303,925	\$ 296,050	\$ 288,065	\$ 280,080	\$ 280,080	4/1/2029 - Last Payment
2014 Facility Improvements - TH. Fire Alarm, Masonry, HVAC - 10-year		\$ 50,710	\$ 49,550	\$ 48,390	\$ 47,225		FY2023 - Last Year
2022 Fire Station Construction				\$ 348,000	\$ 348,000	\$ 348,000	
	Total	\$ 354,635	\$ 345,600	\$ 684,455	\$ 675,305	\$ 628,080	

Considerations:							
Maintenance record - Are we constantly "fixing" something that should be replaced?							
Useful life - Has the item reached its useful life expectancy or where it is at in the life cycle? Is it essential to maintain useful life.							
Safety - Are we addressing a hazard/OSHA/govt mandate? (Federal, state, local)							
Does it solve a problem, fulfill a need (ours or community), expand a service, increase efficiency?							
What are the consequences or implications if we don't do it or defer it?							
Renovation or new construction - does it only satisfy our immediate need or will it allow for future growth?							
What are our alternatives? Ex. Instead of building it, can we rent it? Can staff perform any tasks? (demolition, landscaping)							
Is the success of this project related to another project? Does the timing of this project affect another project?							
What is the possibility of cost escalation over time?							
Are all costs included? (land, easements, engineering, professional fees, contingency, studies) Who prepared the cost estimate? (staff, engineer, construction means data)							
Is a Preliminary Engineering Report or Feasibility study needed?							
Financial Considerations:							
What are the financing resources? (GFFB, fees, grants, leases, private donations, loans, G O bonds, revenue bonds)							
Is funding source secured? (Ex. Already have fee-in-lieu, grant awarded)							
Does it increase or reduce operating cost? Note: recurring expenses such as water/sewer/ electricity.							

TOWN OF ZEBULON PLANNING DEPARTMENT
Teresa Piner, Interim Director

(919) 823-1808
(919) 269-6200 (fax)



1003 N. Arendell Avenue
Zebulon, NC 27597
www.townofzebulon.org

TO: Joseph M. Moore II, PE, Town Manager
FROM: Teresa Piner, Interim Planning Director
CC: Bobby Fitts, Finance Director; Sheila Long, Parks and Recreation Director
DATE: March 1, 2019
RE: FY 2020 Community and Economic Development Capital Budget Requests

The Community and Economic Development Committee met to discuss the capital improvements needs related to community and economic development. The Committee consisted of the following members:

- Bobby Fitts, Finance Director
- Sheila Long, Parks and Recreation Director
- Teresa Piner, Interim Planning Director (Chair)

The Committee focused on the considerations, listed below, prior to proposing funding for FY 2020.

- Economic Benefits/Impact
 - Does the request increase quality employment opportunities?
 - Does the request increase the Town's tax base?
 - Does the request diversify the business offerings and quality of business districts while sustainability of the economy and improve general quality of life?
 - Does the request facilitate economic growth and protect the historical origins of Town?
 - Does the request promote or enhance the existing commercial community in the downtown overlay district?
 - Does the request generate possible income in the form of sales tax?
 - Does the request enhance the visual quality of properties (storefronts, sign, etc.)?
 - Does the request expand upon existing funds or coordination with outside agencies?

After discussion of existing and future needs along with consideration of the evaluation criteria, the Community and Economic Development Committee determined the following list of projects as having the highest priority for FY 2020:

- Zebulon Chamber of Commerce

- **“Community and Economic Development Agreement” scope (\$10,000)**

Funds budgeted to contract with the Zebulon Chamber for Economic Development services. The Chamber will assist the Town by representation at Wake County Economic Development meeting and events. The Chamber proactively works to create an environment in which the town of Zebulon can grow and thrive through the retention and expansion of existing businesses, attraction and relocation of new businesses and industry, and the creation of new jobs.

Retention and Expansion (\$40,000 FY 2020)

A Business Retention and Expansion (BRE) Plan is a community based economic development strategy with a focus on taking care of, nurturing and supporting businesses already existing in the community. Such strategies are utilized as a means of beginning dialogue with local businesses with the intent of identifying issues, concerns and potential opportunities and taking action where appropriate. This is crucial to the sustained viability of communities since businesses that stay competitive are more likely to remain and expand in the community. The initial plan budget in 2019 is in its draft phase and is currently being reviewed by the chamber. Once received and accepted, policies and practices to implement the BRE will be initiated as part of the FY 2020 Budget.

- **Downtown Associate Program (\$10,000 FY 2020)**

Program provides downtown revitalization services to eligible communities interested in downtown revitalization with the tools to build a sustainable organizational foundation that will strengthen their downtown development efforts. Towns will be notified of their acceptance into the program in early July. Meetings and program implementation will begin in the Fall of 2019,

**Replaced Main Street Program*

- **Downtown Market Analysis (\$25,000 FY 2021)**

- A market analysis is the process of documenting details about the downtown’s current condition, exploring changes occurring in the marketplace, verifying what consumers want from downtown, discovering what businesses the downtown market will support, and creating a downtown business development strategy. Such a strategy will create a foundation of data to initiate informed economic development strategies and assist with the creation of downtown regulations as part of the Unified Development Ordinance (UDO) development.

proactive plan that supports safe, accessible, comfortable, and active travel for people of all ages and valid for the next 10-15 years.

The Land Use component of the plan should receive particular attention. The plan shall contain practical policies which will promote the physical development of the community in a coordinated, consistent manner and which will be embraced by community decisions-makers and subsequently adopted officially. The plan update should provide a guiding document that reflects our unique character and provides a clear process showing the way the town can build upon its strengths. The process for the plan update will be critical to its success and must ensure that the final document reflects the desired vision for the community as determined by citizens, developers, land owners, elected officials, and other stakeholders through community participation.

Town Commons (\$25,000 FY 2020)

Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing. The property located at 116 North Arendell would strengthen the connection between people and the places they share within the downtown core. The property would allow for the Town to shape its public realm in order to maximize the shared value of the downtown. The funds would be used to purchase the property and to provide for electrical and lighting to provide for a gathering place in the downtown business district.

Parks and Recreation Master Plan and Impact Fee Study (\$95,000 FY 2020)

A Parks and Recreation Master Plan will assist the town in planning recreation services desired by our residents. As the town continues growth, the plan will also account for current and future needs to prepare for service to meet needs for future residents. The town does not currently have a master plan for the Parks and Recreation system. A master plan is community driven much like the town experienced with the Greenway Master Plan process in 2014. The master plan will include an impact fee study to determine appropriate fees for the town to consider as revenue charged to developers. These fees will support acquisition and expansion of parks and recreation services necessitated by new growth.

Developing a Park & Recreation Master Plan supports the Zebulon 2030 Strategic Plan:

Small Town Life

- Understanding how residents are satisfied, use and envision their public realm;
- Proactively identifying acquisition needs and targets in advance of population growth, therefore, reducing land acquisition costs;
- Proactively identify recreation needs and desires
- Maximizes efforts that create places for people to gather

Growing Smart

- Alignment of the public realm with other Town-wide, County and regional guiding documents and initiatives;
- Maximizing the public's tax dollar by harnessing the full potential of the investment;
- Establishment of a strategic plan to identify potential funding sources, partners, timeframes, responsibilities and roles for projects and programs;

- Clearly defined actions items for short-term (1-5 year) and long-term (5-10+ year) timeframes that are based on community developed and identified needs and priorities.
- Flexibility to review and adapt strategic plan and vision based on economic, social and environmental constraints or changes.
- Provides a basis for additional grant sources which require a publicly developed plan. Many traditional funding sources for parks have seen their funding reduced while competition has increased. Having a thorough, publicly developed plan ensures a higher likelihood of obtaining competitive funding.

Requested

Several projects have been previously budgeted and indicate rollover funds due to newly programmed projects added mid-year (i.e. Streetscape Match Program, Façade Grant Improvement Program) as well as a reduction in planning staff. Due to current scheduling and current staffing needs the Building Internal Improvement Loan Program has been removed. It would be more appropriate once the Downtown Associate Program has been put in place and a clearer vision for the downtown core has been established.

Community and Economic Development Committee Project List

Project Name	Budget Requested	Rollover Amount	Total Project Cost
Zebulon Chamber of Commerce	\$10,000 (Existing Contract)	9,000	\$59,000
<ul style="list-style-type: none"> • “Community and Economic Development Agreement” • Scope Increase (Business Retention Program) 	\$49,000		
Downtown Associate Program	\$10,000	-	\$10,000
Site Assessment Program	-		
Streetscape Match Program		\$10,000	\$10,000
Façade/Internal Grant Improvement Program	\$15,000	-	\$15,000
Comprehensive Plan	\$15,000	-	\$15,000
Transportation/Land Use Plan Update	\$300,000		\$ 300,000
P & R Master Plan and Impact Fee Study	\$95,000		\$95,000
		TOTAL	\$504,000

Item	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Chamber of Commerce (Comm. & Economic Development Agreement)	\$ 19,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Business Retention Program	\$ 40,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Downtown Market Analysis		\$ 19,000			
Downtown Associate Program	\$10,000				
Site Assessment Program		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Streetscape Match Program	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Façade/Internal Grant Improvement Program	\$ 15,000	\$15,000	\$ 15,000	\$ 15,000	\$ 15,000
Transportation/Land Use Plan Update	\$ 300,000				
Revolving Loan Program			\$ 10,000	\$ 10,000	\$ 10,000
P&R Master Plan and Fee	\$95,000				
Comprehensive Plan	\$15,000				
TOTAL	\$504,000	\$99,000	\$90,000	\$ 90,000	\$ 90,000

MEMORANDUM

To: Joseph M. Moore, II, PE, Town Manager
From: Christopher C. Perry, Fire Chief
CC: Timothy P. Hayworth, Police Chief
Bobby Fitts, Finance Director
Subject: Service Equipment Capital Subcommittee
Date: March 1, 2019
Date: March 21, 2019

Chief Tim Hayworth and I met as the Service Equipment Capital Subcommittee. We met to discuss upcoming capital requests in this category, which consisted of those items necessary for service delivery (which do not fit in other categories). We worked within the budgeted \$20,000. As in past years, we utilized the following guidance for Service Equipment:

Service Equipment is intended to include non-motorized departmental equipment with a useable life of five years or more and a total acquisition cost of greater than \$5,000.

The recommendation (by year) for use of the Service Equipment funding is as follows:

Coming Year - FY 2019-2020

For year FY 2019-2020, there are two recommendations brought forth from last year – completion of the police department body camera systems and the second year of a defibrillator program for the fire department.

To complete this project from last year, the police department is in need of eight Body Worn Cameras (BWC's) for their patrol officers. Some of the video recording equipment for the police department was purchased in FY 2018-2019, but this year's request completes the project to equip remaining officers with body cameras, including provisions for cloud storage of the video. These eight cameras will provide all members of the patrol division with a BWC, including both K9 Officers, the Division Lieutenant, and one for part time officers. This project has been a Pilot Program and has all indications of being a successful one. While there has been no major area of controversy, the BWC's have been utilized several times in court and called upon by the District Attorney's Office for evidentiary reasons. Officers have adapted well to their usage and the public seems to appreciate this step in transparency. As this project funds extending capabilities to additional officers, it is categorized as an enhancement project (one which enhances or expands an existing service).

The police department is also requesting \$4,000 for Tactical Entry Helmets. Current tactical helmets are 30 years old. While not needed often, these items are used under very dangerous conditions and could be the difference between life and death for SERT officers. As this project funds the replacement of current equipment, it is categorized as an enhancement project (one

which enhances or expands an existing service). SEE ATTACHMENT TACTICAL HELMETS ESTIMATE

This year also includes the second of four years of a program to place semi-automatic defibrillators on all fire department vehicles. Semi-automatic defibrillators are instrumental in improving the chance of surviving cardiac arrest. Only a few of our vehicles are equipped with defibrillators, which create the chance that an arriving fire crew would not have a defibrillator. NFPA 1901, *The Standard for Automotive Fire Apparatus*, requires a defibrillator on all fire apparatus. Like the first year, the second year distribution includes three defibrillators. Outfitting the units with defibrillators is being spread over four years to spread future replacement costs over a period of years as well. This project is in conjunction with Wake County and associated costs would be shared. As this project funds extending capabilities to additional vehicles, it is an enhancement project (one which enhances or expands an existing service).

Similarly, the police department is seeking funding for automatic defibrillators for patrol vehicles. Like the fire department project, this project seeks to provide early defibrillation to those in cardiac arrest, which is often a police officer on patrol. It is not uncommon for police officers to be the first arriving responder to a cardiac arrest event, and the use of defibrillators will significantly increase their chance of survival. Since these units would be automatic (as compared to the FD-required semi-automatic), the unit cost is less than those requested by the fire department. Funding is recommended to be spread over a four year period to provide the units to all police vehicles. This project funds providing a new capabilities to officers; therefore, it is categorized as a new project.

FY 2020-2021 to FY 2023-2024

The fire department defibrillator project is recommended to continue for the remaining two years at two units each year. Beginning in FY 2021-FY2022, the acquisition will be complete and we will move to begin needed replacement as part of their life cycle replacement, as required by the Wake County Medical Director. These will be done in conjunction with Wake County and associated costs would be shared. As this part of the defibrillator project funds maintains our existing capabilities, it is categorized as an existing project (replacing something already in service).

FY 2022-2023 includes handgun replacement for the police department. The handgun replacement should occur in the next six to eight years. Cost estimates are based upon the replacement of twenty-six handguns and the associated holsters, etc. This estimate is based upon trading in the existing weapons. As this project funds maintains our existing capabilities, it is categorized as an existing project (replacing something already in service).

Summary

Listed below is a spreadsheet of expected service equipment items and any associated revenues.

Item	Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
FD - Defibrillators	Enhance/ Exist	\$ 8,100	\$ 5,400	\$ 5,400	\$ 8,100	\$ 8,100
PD – Body Camera Systems	Enhance	\$ 2,700				
PD - Defibrillators	New	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	
PD - Handguns	Exist	\$ 4,000			\$ 9,100	
PD – Helmets	Enhance					
SUBTOTAL		\$ 18,800	\$ 9,400	\$ 9,400	\$ 21,200	\$ 8,100
Revenues (County, etc.)		\$ 3,240	\$ 2,160	\$ 2,160	\$ 3,240	\$ 3,240
TOTAL EXPENDITURE		\$ 15,560	\$ 7,240	\$ 7,240	\$ 17,960	\$ 4,860
TOTAL BUDGET		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
BALANCE		\$ 4,440	\$ 12,760	\$ 12,760	\$ 2,040	\$ 15,140

TOWN OF ZEBULON

ELECTED OFFICIALS

Robert Matheny – Mayor

Beverly Wall Clark – Mayor Pro Tem

R. Dale Beck – Commissioner

Don Bumgarner – Commissioner

Annie Moore – Commissioner

Curtis Strickland – Commissioner

APPOINTED OFFICIALS & STAFF

Joseph M. Moore, II – Town Manager

Lisa Markland – Human Resources Director/Town Clerk

Sheila Long – Parks & Recreation Director

Timothy Hayworth – Police Chief

Bobby Fitts – Budget & Finance Director

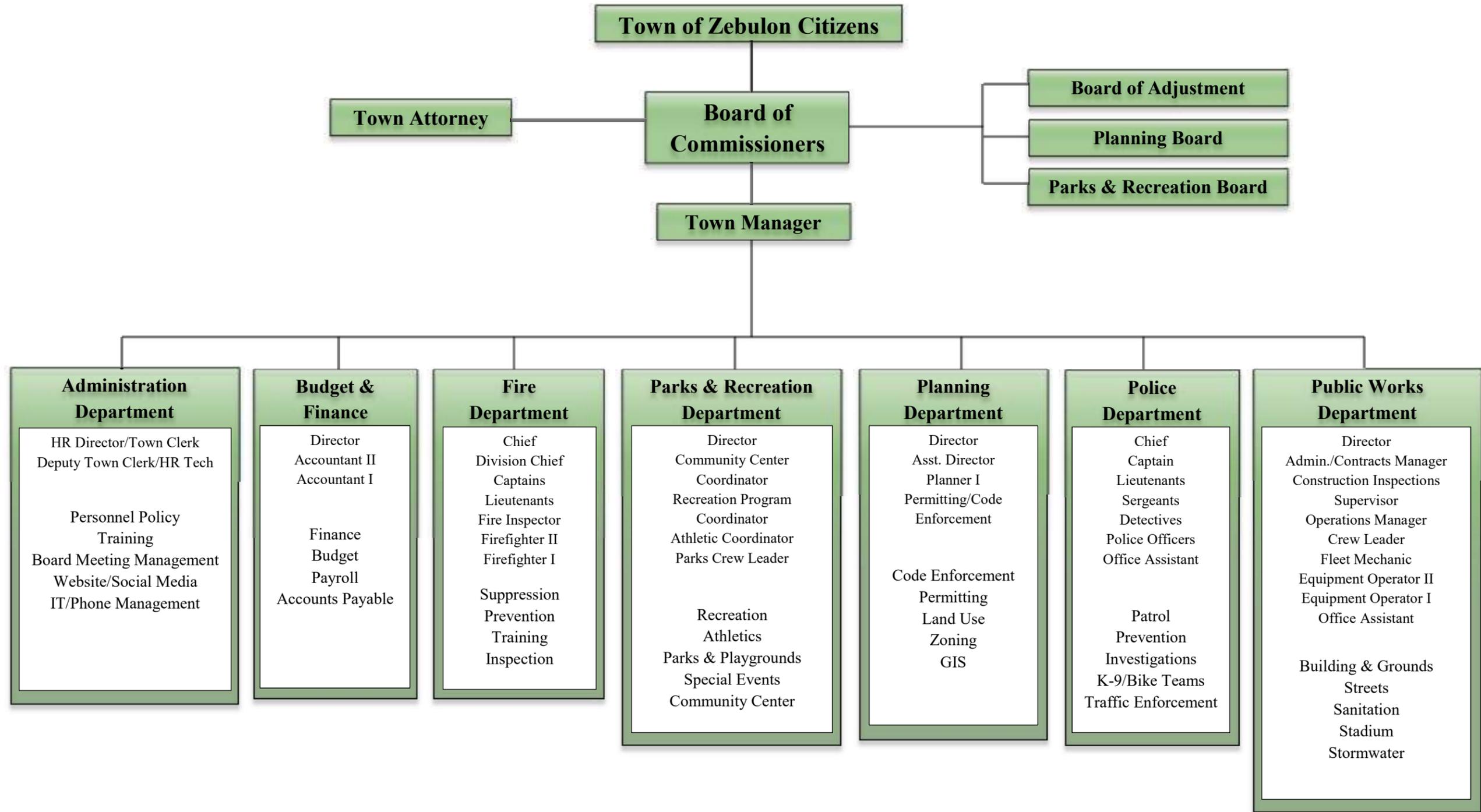
Michael Clark – Planning Director

Chris Perry – Fire Chief

Chris Ray – Public Works Director

Eric Vernon – Wyrick Robins Yates & Ponton – Town Attorney

TOWN OF ZEBULON ORGANIZATION CHART



Definitions

➤ **Capital Expenditures** - From the Fixed Assets Policy & Procedures Section 3 –

Definitions of Classifications and Depreciation Schedules. Capitalized assets are those assets whose initial value or cost is greater than or equal to \$5,000, except for land. All land, regardless of value, will be capitalized. All capitalized assets except land will be depreciated using the straight-line method and their expected useful life. Non-capitalized assets are minor assets whose value or cost is less than \$5,000, and are expensed immediately. Capitalized fixed assets owned by the Town of Zebulon are recorded in the fixed asset reporting system under the following classifications:

Land—All land owned by the Town and all rights to land (easements) that have no termination date. Purchased land will be valued at purchase cost, and donated land will be valued based upon an appraised value. The valuations should include legal fees, filling and excavation costs, and any other directly related cost. All land or land rights, regardless of purchased or donated value, will be recorded. Land is not depreciated and has an unlimited useful life.

Buildings—Permanent structures owned by the Town to facilitate Town functions or to store property. Buildings should be valued at acquisition or construction cost, and should include legal and professional fees, permanently-installed fixtures, and interest on money borrowed during construction. Buildings are depreciated over a 40-year useful life.

Improvements—Permanent improvements that add value or life or improve the usefulness of the land or building. Valuation should include construction or acquisition costs as well as legal and professional fees. Improvements include major building renovations and modifications to Town property. Improvements are depreciated over a five to 15-year useful life.

Streets/Sidewalks—Valuation of streets and sidewalks will be based on construction costs, whether acquired through purchase, construction or donation. Streets/Sidewalks are depreciated over a 14-year useful life.

Storm Drainage—Valuation of storm drainage infrastructure will be based on construction costs, whether acquired through purchase, construction or donation. Storm drainage is depreciated over a 15-year useful life.

Equipment—Tangible property not permanently affixed to real property, which are used to carry out the operations of the Town. Equipment is valued at cost, including freight and installation charges. Donated equipment is valued at appraised value as of the date acquired. Equipment is depreciated over a seven-year useful life.

Vehicles—Motor vehicles used to carry out the operations of the Town. Values will be recorded at cost including title, installation of special equipment, or other preparation work. Donated vehicles are valued at appraised value as of the date acquired. Vehicles are depreciated over a seven to 10-year useful life.

Software—Major software packages or applications that are critical to Town operations, whether created internally or purchased from a third-party vendor. Values will be recorded at cost, including installation and setup. Software is depreciated over a five year useful life.

Intangibles—All other items that lack physical substance but whose initial useful life extends beyond a single budget year. Intangibles include, but are not limited to rights-of-way, purchasing capacity, trademarks, water rights, patents, trademarks, or plans. Intangibles are depreciated over a 10-year useful life, unless a specific agreement dictates another depreciation period.

➤ **Service Equipment** – Service equipment are standard issue items necessary for daily service delivery with useful lives in excess of five years and a total acquisition cost of greater than \$5,000. Examples include air packs, thermal image cameras, handguns and body cameras. This does not include motorized equipment.

➤ **Non-profit Criteria** –

Eligibility – To be eligible to apply for funding from the Town of Zebulon, an organization must meet the following criteria:

1. The organization must be able to provide documentation that shows compliance with all applicable federal and state laws related to tax-exempt status.
2. The operations of the organization must benefit the residents of the Town of Zebulon by meeting one of the following quality of life standards.
 - a. Safety
 - b. Education
 - c. Transportation
 - d. Health
 - e. Cultural & Recreational Services
3. The organization is governed by a volunteer board of directors that serves without compensation.
4. The organization is subject to an independent audit or review annually.

Criteria

Requests for funding from non-profit organizations will be submitted to the Board of Commissioners for consideration. The criteria used to evaluate the requests may include, but are not limited to the following criteria:

1. The number or percentage of Zebulon citizens served by the organization.
2. How well the services of the organization match the needs of Zebulon citizens.
3. What the impact on Town services would be if the non-profit could not provide its services to citizens.



Projections for State-Collected Local Government Tax Revenue *FY 18-19 & FY 19-20*

Prepared by:
Caitlin Saunders, Research Strategist
Chris Nida, Director of Research & Strategic Initiatives

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1 EXECUTIVE SUMMARY

This document summarizes and analyzes state-collected taxes distributed to local governments each year and provides a forecast of these revenue sources for the remainder of the current fiscal year (2018-2019) and the upcoming fiscal year (2019-2020). All statewide projections for each tax revenue source are summarized in the table below, and hyperlinked to the corresponding memo section, for your convenience. More information on the recent legislative history and distribution formulas for each tax below can be found in our [Basis of Distribution Memo](#).

The League also now publishes quarterly “Revenue Reports,” which summarize state-collected local revenues as they are distributed throughout the year. All annual projections and quarterly reports can be found on the [NCLM State-Collected Revenue Projections](#) page of our website.

Revenue Source	Projected Change from FY17-18 to FY 18-19	Projected Change from FY18-19 to FY19-20
Sales and Use Tax	5.1%	4.5%
Electricity Sales Tax	4.8%	1.5%
Local Video Programming Tax	- 1.3%	- 0.1%
Telecommunications Sales Tax	- 3.3%	- 3.9%
Piped Natural Gas Sales Tax	-18.3%	-1.3%
Solid Waste Disposal Tax	4.0%	0.4%
Alcoholic Beverages Tax	2.1%	1.0%

1.1 PROJECTION TIME FRAME

The Local Government Commission (LGC) encourages the use of a 90-day accrual period to meet GASB 33 measurement focus requirements (See “[Memo #1015 ‘Recognition of Sales Tax and Other Revenues at Year-End’](#)”). As a result, this report assumes that each municipality accrues the monthly sales tax and quarterly utility distributions received in mid-September to the prior fiscal year. This report considers the following data to be included in a “fiscal year” of revenue:

- DOR monthly distribution data for collection months August through July
- DOR quarterly distribution data beginning with the collection quarter ending in September, and stopping with the collection quarter ending in June.

For an example of how sales month, collection month and distribution month align, see DOR’s [Sales Tax Distribution and Closeout Schedule](#). For the full distribution schedule, see DOR’s [Local Government Distribution Schedule](#).

1.2 CAUTIONARY NOTE

Please read through the entire memo for important caveats and context related to each of the League's projections for the revenue sources above.

Estimates included in this document should be used **only as a rough guide** in preparing your Fiscal Year 2019-20 proposed budget. Estimates should be modified as necessary to fit your local situation, its actual trends, and your own assumptions about the effects of economic and political factors. Revenue estimates are always subject to error and may fluctuate widely based on unpredictable factors such as weather conditions and policy changes. Our goal is to provide municipalities with a reasonable projection of where State-collected revenues are heading.

These estimates also assume that the General Assembly will make no changes in 2019 to the formulae that govern municipal shares of State-collected revenue. **Please continue to pay close attention to the [League's Legislative Bulletins](#) throughout the session for updates on the state of any legislation.** If our revenue estimates change materially prior to July 1 due to economic circumstances or legislative action, we will advise you of the changes.

1.3 QUESTIONS AND CONTACTS

Any questions related to this document should be directed to [Caitlin Saunders, Research Strategist](#), or [Chris Nida, Director of Research & Strategic Initiatives](#). For your convenience, this document also includes [North Carolina Department of Revenue contacts](#) for any other questions. Special thanks to the Public Affairs team at the North Carolina League of Municipalities, Anca Grozav and Michael Cline with the North Carolina Office of State Budget and Management, and Cindy Matthews and Ernest Irving of the North Carolina Department of Revenue for their assistance in preparing this document.

2 OVERVIEW OF ECONOMIC CONDITIONS

The economic outlook at the time of this year’s annual revenue forecast is much the same as it has been for all recent revenue forecasts. Indicators continue to point toward slow, steady economic growth for North Carolina in the coming months. Talk about fears of a coming recession has grown somewhat louder since this time last year, but the bulk of the currently available data does not seem to indicate that a slowdown is imminent.

At a fundamental level, part of the reason recession speculation has increased seems to be that it’s been an additional year since the last recession. The economy has continued to grow over the last 12 months. If the expansion continues through mid-year, it will mark the longest such sustained period of growth on record. January’s jobs report marked [100 consecutive months of job growth](#) in the United States. North Carolina’s seasonally adjusted job growth in January was the best in the entire country. This included a [2.8 percent increase](#) in construction employment.

The increase in construction employment reflects a generally strong housing market in N.C., which is a key indicator we look toward when analyzing sales tax trends. Based on the most recent data collected by the [Federal Reserve Bank of Richmond](#), private housing starts in the United States had declined by over 14 percent from the same period 12 months ago (see [p.5](#)). However, in North Carolina, housing starts were up 5.56 percent (see [p.5](#)). Housing price data varied between the state’s metropolitan statistical areas, but all were positive year over year, leading to an overall 4.2 percent growth in North Carolina’s housing price index (see [p.6](#)). For the 4th quarter of 2018, the [U.S. housing price index](#) grew by 6.0 percent, while N.C. was up 7.5 percent. One negative point of data was [single-family home building permits](#) in N.C., which declined 5.3 percent between January 2018 and 2019.

The primarily positive housing data was consistent with the state’s labor numbers. North Carolina’s [unemployment rate](#) (see [p.3](#)) remained under 4 percent in January, below that of the country as a whole. Total [payroll employment](#) increased by 1.7 percent in the state in January. Both [wages and salaries](#) and [real personal income](#) (see [p.4](#)) grew year over year for the third quarter of 2018, outpacing national growth in both instances.

These indicators and more contribute to N.C. forecasters projecting continued economic growth in the coming year. Dr. Michael Walden’s [Index of North Carolina Leading Economic Indicators](#) declined following Hurricane Florence and has not yet fully recovered, but it ticked upward in January, leading Dr. Walden to write that “the upward movement in the Index since October suggests economic growth continues to be in North Carolina’s future.” Dr. John Connaughton at the University of North Carolina-Charlotte has a similar prediction. In his latest [Economic Forecast](#), Dr. Connaughton predicts that N.C. Gross State Product (GSP) will finish 2018 with growth of 2.6 percent and will grow another 3.3 percent above that level in 2019. Of import to N.C. local government revenues, he predicts that two of the top economic sectors for 2019 growth will be construction (4.8 percent) and retail trade (4.5 percent).

There is similar optimism in the national retail sector. Sales data from December 2018 was [surprisingly low](#), leading some to wonder whether the federal government shutdown had an impact on the quality of the data. But sales data [rebounded in January](#), and overall the National Retail Federation is still calling for between [3.8 and 4.4 percent growth](#) in retail sales during the calendar year of 2019. The [consensus](#)

[revenue forecast](#) for the State of North Carolina projects 5.3 percent growth in sales tax for the coming fiscal year (followed by 4.6 percent growth the year after).

With all this positive data, why the talk of a recession? Even the [Governor's budget](#), which projects the sales tax increases mentioned above, spends an entire page discussing whether a recession is on the horizon (see [p.34](#)). That includes discussion of the flattening yield curve, which the League cited in its [June 2018 Revenue Report](#). The flattening of that curve has preceded previous recessions, though some research has explored whether current conditions may [contribute to the flattening of the curve](#) without an increasing [chance of a recession](#). More recently, the [Federal Reserve](#) indicated that it was unlikely to raise interest rates this year, revising its overall economic growth forecast down to 2.1 percent.

Much of the concern is based on expert sentiment, and while it may be growing, the recession speculation primarily centers on 2020 and beyond. The League's [most recent Revenue Report](#) cited the [Duke University CFO survey](#) in which 48.6 percent of respondents expressed belief that the U.S. would be in a recession by the end of 2019, and 82 percent believed that a recession will have begun by 2020. The National Association for Business Economics' most recent [Economic Policy Survey](#) found that more than 75 percent of its panelists expected the U.S. to enter a recession by the end of 2021. The [UCLA Anderson Forecast](#) is also forecasting weaker future economic growth, citing many of the global concerns – including current U.S. trade policies and the uncertainty surrounding Brexit – others have indicated are contributing to future pessimism. More locally, the Business Activity Indexes for General Business Conditions and Sales were up to 4 and 17, respectively, in the most recent [Carolinas Survey of Business Activity](#). This represents an improvement from negative indexes in the previous two months, but is an overall decline from where the index was one year ago.

All this to say, while the drumbeat around a potential recession may be growing louder, there does not seem to be any immediate concern (with the obvious caveat that global and local circumstances can change unexpectedly at any time). Our revenue projections in this document reflect the sentiment of all that was outlined above – the short-term prognosis for the economy, and, in turn, local revenues affected by the economy, are relatively positive. The longer term remains more uncertain.

3 STATE-COLLECTED GOVERNMENT TAX REVENUE PROJECTIONS

3.1 SALES AND USE TAX

Of the taxes distributed to local governments by the state, sales and use taxes make up the largest amount of revenue received. Local sales taxes are divided into different Articles, though not all are levied by every county. This report focuses mainly on Article 39 sales tax distributions. Article 39 tax is charged in every locale and distributed to counties based on where the Article 39 sale occurred. Because of this, Article 39 sales tax revenue trends perhaps best reflect the general trends in local government sales tax revenue.

For the past five fiscal years, Article 39 sales tax distributions have seen positive growth each year. Figure 1, below, shows that although the growth rate declined in FY15-16 and FY16-17, it ticked back up to 5.53 percent in FY17-18.

FIGURE 1

Annual Article 39 Sales Tax Distribution (Y-O-Y Change)



So far in FY18-19, each monthly distribution has exceeded prior years, except for August, which was 1.34 percent below August in FY17-18 (See Figure 2). The remaining months' growth ranged from two to 11 percent. The Article 39 tax total for the first six months of this fiscal year is \$782,473,171.22. This amount is 4.58% higher than the same period last fiscal year (See Figure 3).

FIGURE 2

Monthly Article 39 Sales Tax Distribution

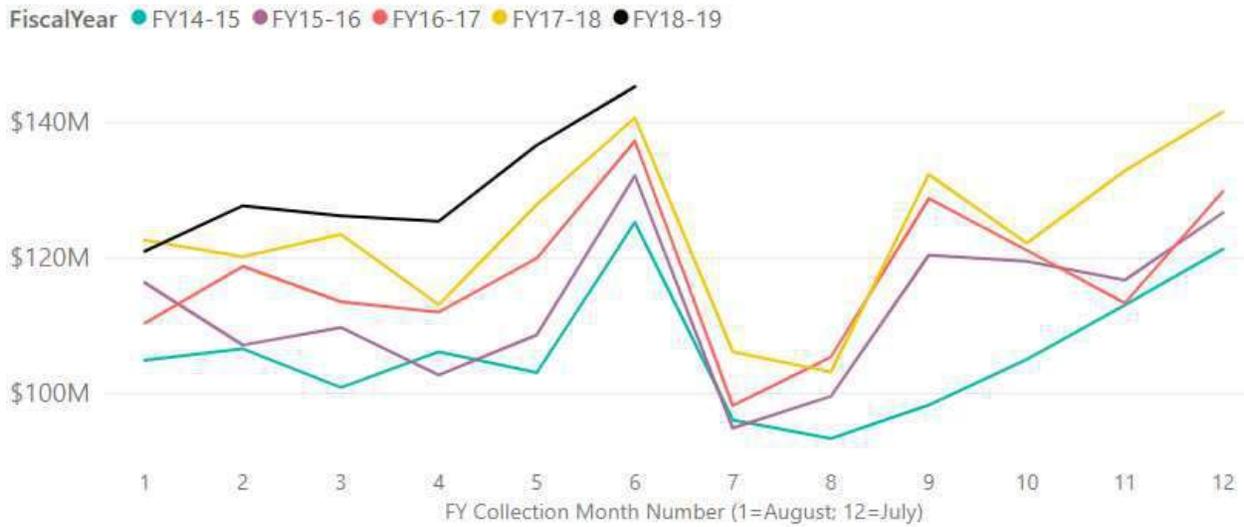
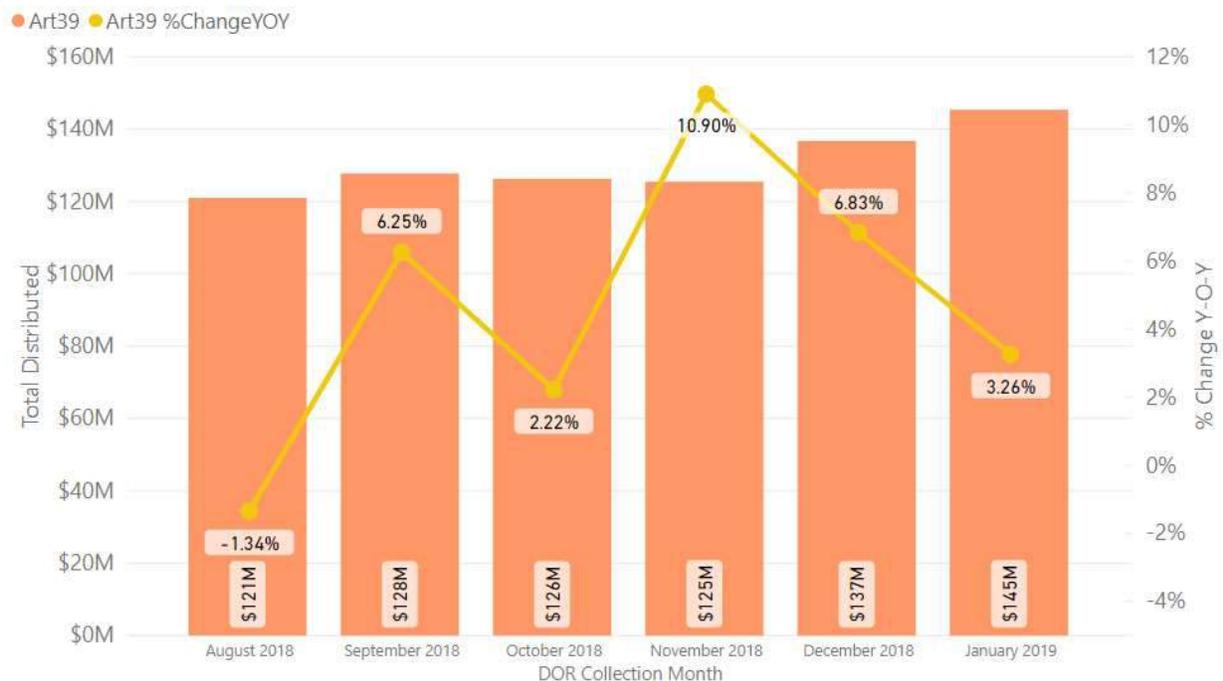


FIGURE 3

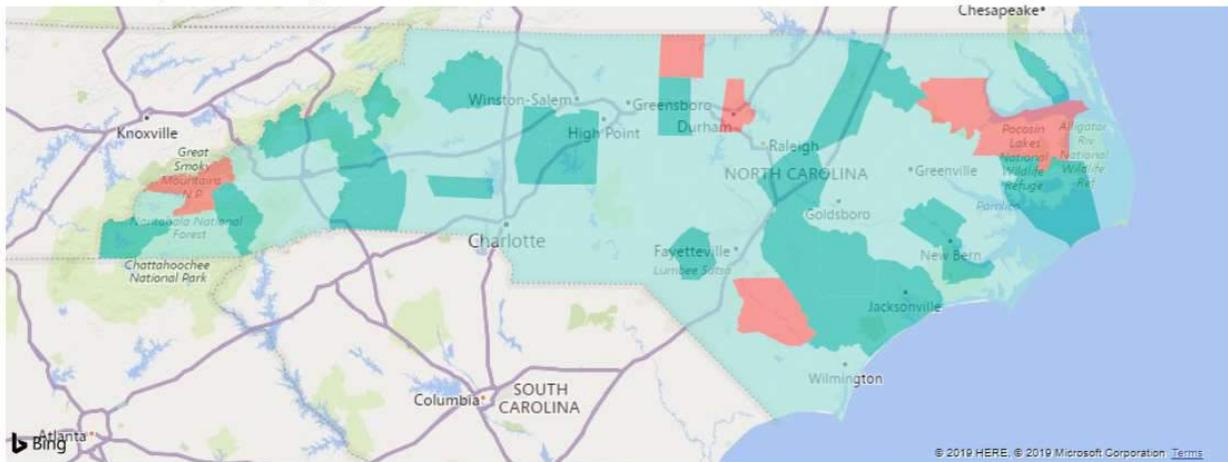
Article 39 Sales Tax Distributions (% Change From Same Month Last Year)



Through the first half of FY18-19, combined Article 39 and 40 revenue was not uniform across the state, but it was positive in 93 of 100 North Carolina counties. In 25 of these counties, the increase exceeded six percent. The map in Figure 4 below shows the FY18-19 year-to-date trends in combined Article 39 and 40 sales tax distributions, by county. Counties in red are experiencing a decrease, counties in light green are experiencing an increase, and counties in dark green are experiencing an increase greater than six percent. This map illustrates how local trends can vary dramatically from the statewide trends observed.

FIGURE 4

Each County's % Change in Article 39 & 40 Distributions Received (FY 18-19 Year-to-Date)



Aside from economic conditions, one major factor affecting local variation in sales tax distributions is the amount of refunds processed during a particular time period. Table 1 below shows the total refunds each month so far this fiscal year, compared to refunds in the same month last fiscal year. The unpredictable timing of when tax-exempt entities file for refunds results in high volatility in the amount of sales tax taken out of total distributions each month. Refunds were up 145 percent in August and 225 percent in December. Overall, they are up nearly 37 percent compared to this time last year.

TABLE 1

Date	Refund_This Period	Refund_Last Period	Refund % Change From Last Year
August 2018	\$36,619,923.00	\$14,967,259.49	144.67%
September 2018	\$27,469,332.41	\$21,988,838.72	24.92%
October 2018	\$28,522,400.52	\$21,022,497.58	35.68%
November 2018	\$32,791,095.41	\$28,627,128.09	14.55%
December 2018	\$5,740,796.23	\$1,766,347.16	225.01%
January 2019	\$26,721,918.88	\$26,972,691.69	-0.93%
Total	\$157,865,466.45	\$115,344,762.73	36.86%

This fiscal year to date, sales tax refunds were 8 percent of gross collections, compared to only 6 percent of gross collections at this point last year (See Figure 5).

FIGURE 5



The legislature’s Fiscal Research Division and the Office of State Budget and Management point out in this year’s [consensus revenue forecast](#) that, for the first seven months of FY18-19, state Sales and Use tax gross collections are actually 1.5 percent above their previously forecasted 5.0 percent growth. This forecast adjustment is attributed to an increase in online sales tax collected. A June 2018 Supreme Court ruling (*South Dakota v. Wayfair, Inc.*) now gives the state the authority to require online retailers without a physical presence in the state to collect and remit sales taxes.

Unfortunately, net sales tax collections (with refunds, distributions, and transfers taken out) did not fully reflect this increase due to the high refunds so far this fiscal year. According to the Fiscal Research Division, refunds in August were \$70 million higher than projected, and included refunds that had been expected back in June.

With this taken into account, the growth seen in FY17-18 was probably slightly high, and the growth seen so far this year is slightly low. Because of the *Wayfair* decision, the Fiscal Research Division predicts \$125 million in additional sales tax revenue statewide for FY19-20. As a result, their prediction is for sales and use tax collections to increase at the state level by 5.3 and 4.6 percent for FY18-19 and FY19-20, respectively.

As noted in the Economic Overview earlier in this report, near-term economic projections are generally positive. Taking that into account, along with the additional internet sales tax and high refunds affecting distributions so far this year, **we expect that FY18-19 statewide sales tax distributions to local governments will finish 5.1 percent above FY17-18 distributions.**

Growth is predicted for next year as well, although as noted in the Economic Overview, there is growing concern of a slowdown. **We expect that FY19-20 statewide local sales tax distributions will be 4.5 percent above FY18-19.**

3.1.1 County Sales Tax Distribution Method

Every April, counties can change the method of distributing local option sales tax revenues within the county, either from per capita to proportion of ad valorem tax levies, or the other way around. The method chosen by the county board of commissioners determines the division of money within a county area among county and municipal governments for the next year. Population or tax levy changes might make some counties take a close look at the current distribution method to see if it is still advantageous to them. Cities and towns need to prepare for possible county changes in distribution methods during April 2019. **A change in the distribution method made by a county in April 2019 will become effective for the distribution made in July 2019. As a result, it will affect both your FY18-19 and FY19-20 sales tax revenues.**

3.1.2 Sales Tax/City Hold Harmless Calculator

Again, the League cautions readers that local conditions dictate to what extent you should adjust the statewide number for your particular jurisdiction. The League's sales tax calculator can help project your sales tax growth **independent of the sales tax reallocation in G.S. 105-524**. The amount of your county's adjustment to its sales tax revenue as a result of reallocation can be found in your monthly distribution reports from the Department of Revenue under the column heading "G.S. 105-524 Adjustments."

The League's sales tax calculator spreadsheet can be found on the [NCLM State-Collected Revenue Projections](#) page of our website. For split cities, you must calculate the sales tax for each county separately. Please remember that this calculator does not include any funds related to the aforementioned reallocation. The calculator will provide much of the data that you need, but there are several figures that you must provide:

- 1. Your estimate of the rate of growth in sales for your county (or counties) for Fiscal Year 2018-19.** The spreadsheet will indicate the county growth rate so far this year and the statewide growth rate. Use these rates to decide what, if any, difference you expect there to be between the forecasted statewide sales tax growth rate of 5.1 percent and the expected rate of growth in your county. Changes in construction activity, employment, and the number of businesses in the county all will have an effect on the rate at which sales taxes will grow or decline. Sales tax growth also can be affected by significant one-time events, such as destructive storms, heavy snowfalls that limit travel, or tourism events that do not occur every year. Those factors also should be taken into account when adjusting the statewide change percentage to local circumstances. Finally, if your municipality is located in a small county, recognize that sales taxes in these counties can change dramatically from one year to the next due to a small number of large purchases in one year that may lead to a high rate of increase in that year and a large rate of decrease in the next.
- 2. Your estimate of the rate of growth in sales for your county (or counties) for FY19-20.** The spreadsheet will indicate the forecasted statewide growth rate. You will need to decide what, if any, difference you expect there to be between the forecasted statewide rate and the rate of growth in your county. Changes in construction activity, employment, and the number of businesses operating in the county all will have an effect on the rate at which sales taxes will grow or decline. Sales tax growth also can be affected by significant one-time events, such as

destructive storms, heavy snowfalls that limit travel, or tourism events that do not occur every year. Those factors also should be taken into account when adjusting the statewide change percentage to local circumstances.

- 3. Your municipality's share of your county's FY18-19 sales taxes.** These figures are available from the monthly sales tax distribution reports, available on the DOR website at <http://www.dornc.com/publications/reimbursement.html>.

- 4. Your municipality's estimated share of your county's FY19-20 sales taxes.** For *ad valorem counties*, a large tax increase or decrease by another unit of government in your county for FY18-19 may result in a change in your percentage for the FY19-20 allocations. For *per capita counties*, an annexation of population by your municipality or by another in the county, effective between July 1, 2018, and July 1, 2019, may change your municipality's percentage.

3.2 UTILITY SALES TAXES

For the purpose of electricity, telecommunications, natural gas, and video programming quarterly distributions, **we assume that the fiscal year accrual begins with the distribution received by local governments in December.** (This is synonymous with the distribution covering DOR’s “collection quarter” ending in September.) The League has confirmed with the Department of Revenue that there have been no significant utility tax refunds processed in recent months, and there are likely to be no large refunds in the near future. See the League’s [Basis for Distribution Memo](#) for the recent history of how this revenue is distributed.

3.2.1 Electricity Sales Tax

During FY14-15, cities experienced significant growth in electricity tax revenue following a legislative change to the distribution method. As shown in Figure 6 below, the total amount distributed each year has gone both up and down since FY14-15, but saw a 1.47 percent increase in FY17-18. The increase is either a function of increased consumption, price, or both. Unfortunately, the most recent revenue and consumption data for electric utilities in N.C. is from calendar year 2017, which only covers half of FY17-18.¹ In 2017, N.C. electric utilities’ revenue decreased by 3.8 percent, and megawatt hours sold decreased by 2.2 percent, but the count of customers increased by 1.4 percent. This data only aligns with the first half of FY17-18, but may have contributed to relatively low growth experienced over the course of the year.

As for price, the all-sector average for FY17-18 was 9.195 cents per kilowatt-hour, which was 1.24 percent higher than the average price in FY16-17. This would indicate that an increase in electricity price played the bigger role in FY17-18 growth.²

FIGURE 6

Electricity Sales Tax (Y-O-Y Change)



¹ Annually, electric utilities report revenue, sales, and customer count to the Energy Information Administration (EIA) through [Form EIA-861](#).

² Quarterly average electricity prices, by state and sector are also available through the Energy Information Administration’s [Electricity Data Browser](#).

The first two quarterly distributions for FY18-19 (for the DOR collection quarters ending in September and December) were 3.9 and 13.7 percent higher than the first two quarters the previous year (see Figure 7). The electricity sales tax total for the first six months of this fiscal year was \$174,144,511.74, an increase of 8.2 percent over the same period last year.

The all-sector average electricity price for the first two quarters of FY18-19 was 9.435 cents per kilowatt-hour, which is a 3.3 percent increase over the average price from the same period last year, thus likely a contributing factor in revenue growth so far this year. As far as electricity consumption, weather is likely the largest contributing factor. The total number of cooling degree days (an indicator of cooling-related electricity demand) for the first quarter of FY18-19 was 4.6 percent higher than the same quarter in 2017, according to data from the [National Centers for Environmental Information](#) (See Figure 8). Therefore, both price and consumption appear to be up for the current fiscal year thus far.

A Note on Temperature Data: We assume that electricity bill payment occurs one month prior to utilities remitting the tax to DOR (the collection month). We also assume that electricity consumption occurs one month prior to the bill payment. Therefore the temperature data used in our analysis is offset by two months. For example, temperatures in May, June, and July would affect the distribution for DOR’s July, August, and September collection quarter.

FIGURE 7

Electricity Sales Tax Quarterly Distribution (Y-O-Y Change)



FIGURE 8

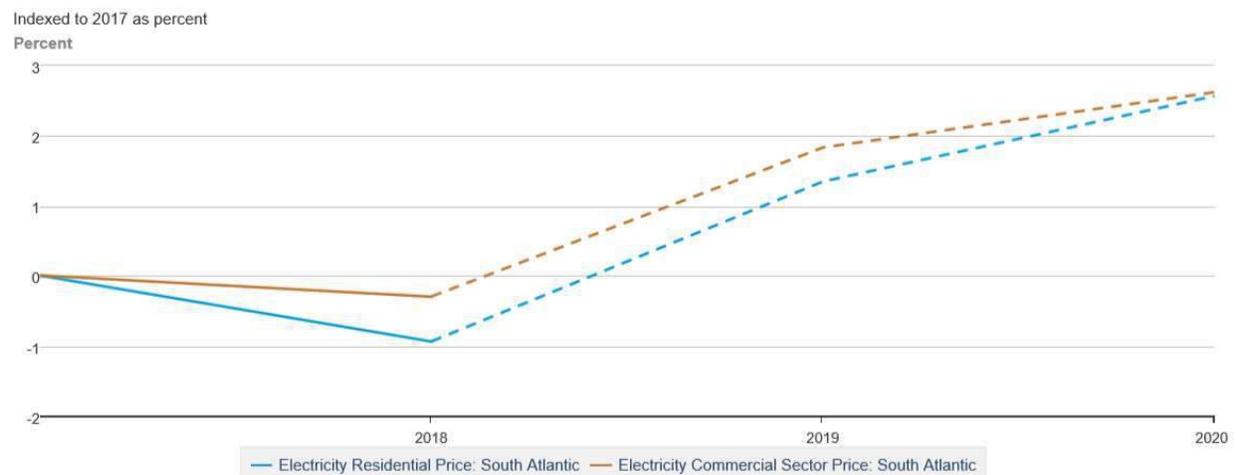
Cooling Degree Days During Each Fiscal Year Q1



Looking forward, the [Energy Information Administration \(EIA\)](#) projects electricity price increases roughly two percent in the South Atlantic region between mid-calendar year 2018 through the start of 2020 (See Figure 9). [EIA projections also show](#) that electricity sales are expected to decrease for all sectors, from mid-calendar year 2018 through the start of 2020 (See Figure 10).

FIGURE 9

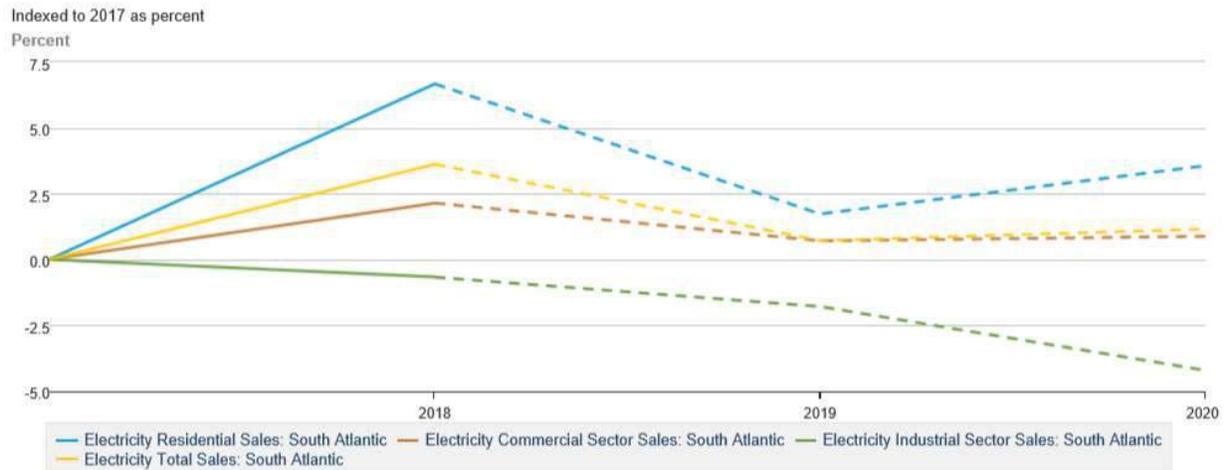
EIA SOUTH ATLANTIC ELECTRICITY PRICE PROJECTIONS, INDEXED TO 2017



Source: U.S. Energy Information Administration

FIGURE 10

EIA SOUTH ATLANTIC ELECTRICITY SALES PROJECTIONS, INDEXED TO 2017



Source: U.S. Energy Information Administration

Electricity tax distributions so far this year are ahead of last year’s pace. Based on data since 2014’s distribution policy change, and considering further projected average price increases this fiscal year, **we project that statewide electricity sales tax revenue for FY18-19 will increase 4.8%.**

Similarly, the coming fiscal year’s revenues will depend on weather (and consumption in general) and electricity prices. While long-term industry predictions indicate increased energy efficiency leading to a decrease in consumption, North Carolina’s population (and its electricity customer base) continues to increase. We continue to expect slight growth in this revenue source, **and project that electricity sales tax revenue will increase by 1.5 percent in FY19-20.**

Please remember that, unlike in the past, local fluctuations in electricity consumption or population will not affect your distribution. Any excess revenues over those generated statewide in FY13-14 are distributed based on your city’s percentage of total property taxes levied. As such, changes in your property tax rate or base could affect the ad valorem distribution of any excess revenues, but the change would have to be extremely significant to materially affect the statewide calculation.

3.2.2 Piped Natural Gas Sales Tax

Unlike electricity tax, natural gas tax revenues declined sharply under the new distribution formula that went into effect in FY14-15. In the years since, natural gas tax revenue has increased each year, though it still remains below annual totals prior to the formula change. The annual distribution for FY17-18 was 27.8 percent higher than FY16-17. (See Figure 11)

FIGURE 11

Annual Natural Gas Sales Tax Distribution (Y-O-Y Change)



Quarterly distributions for natural gas sales tax revenue vary dramatically throughout the year, with the highest distribution typically received in June (which covers DOR collections during the quarter ending in March) (See Figure 12). While the September 2018 distribution was up 21 percent, the December distribution was only up 3.51 percent. Combined, the first two quarterly distributions of FY18-19 totaled \$5,544,991.3, which was 9.9 percent higher than the same period last year.

Despite growth, 9.9 percent is much less than the 23 percent increase experienced for Q1 and Q2 last fiscal year (2017-18). Like electricity taxes, price and consumption (largely driven by weather) are the main factors affecting piped natural gas tax distributions. Piped natural gas distributions are very highly correlated with the number of heating degree days each quarter (See Figure 13). In fact, during the first two quarters of FY18-19, heating degree days were up 9.85 percent, while the first two quarters of FY17-18 heating degree days were up 22.8 percent – percentages nearly identical to the percent changes in the distribution amounts for those two periods.

FIGURE 12

Natural Gas Sales Tax Quarterly Distribution (Y-O-Y Change)

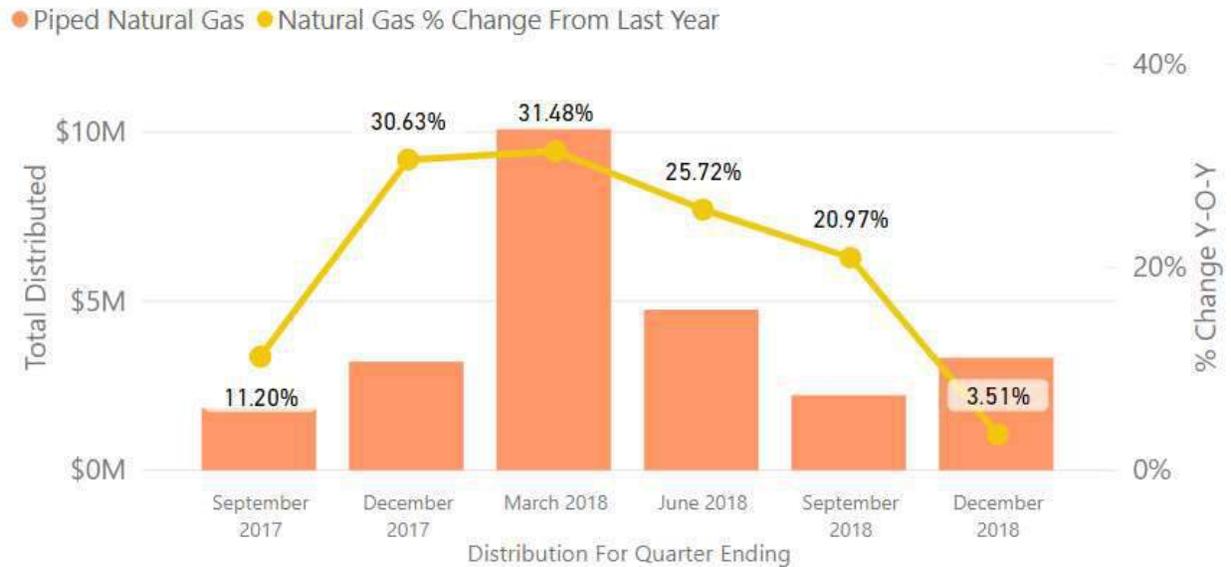
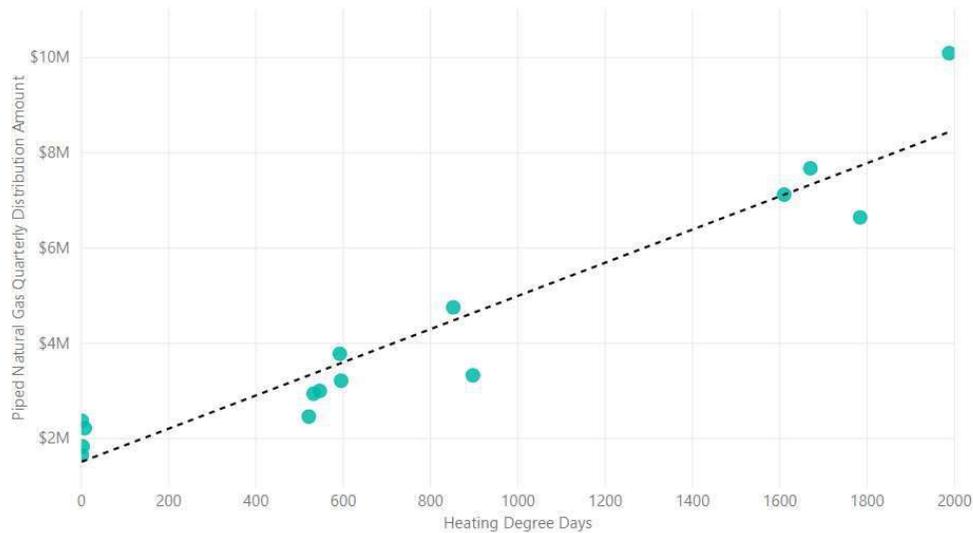


FIGURE 13

Heating Degree Days vs. Piped Natural Gas Quarterly Distributions (Since FY15-16)



On average, the first two quarters of the fiscal year represent only about 30 percent of the annual total distribution for piped natural gas tax. Growth each year depends mainly on the distributions during the second half of the year. As described earlier in the electricity tax section, temperatures in November, December and January will affect the natural gas consumption seen in the next distribution (covering tax collected during the third quarter ending in March). This year, the heating degree days for the months included in the next distribution are down 19 percent (see Figure 14).

FIGURE 14

Heating Degree Days During Each Fiscal Year Q3



Due to the large decrease in the number of heating degree days, and because of last year’s high growth, **we project an 18.3 percent decrease in the total statewide FY18-19 distribution of natural gas sales tax revenues to municipalities.**

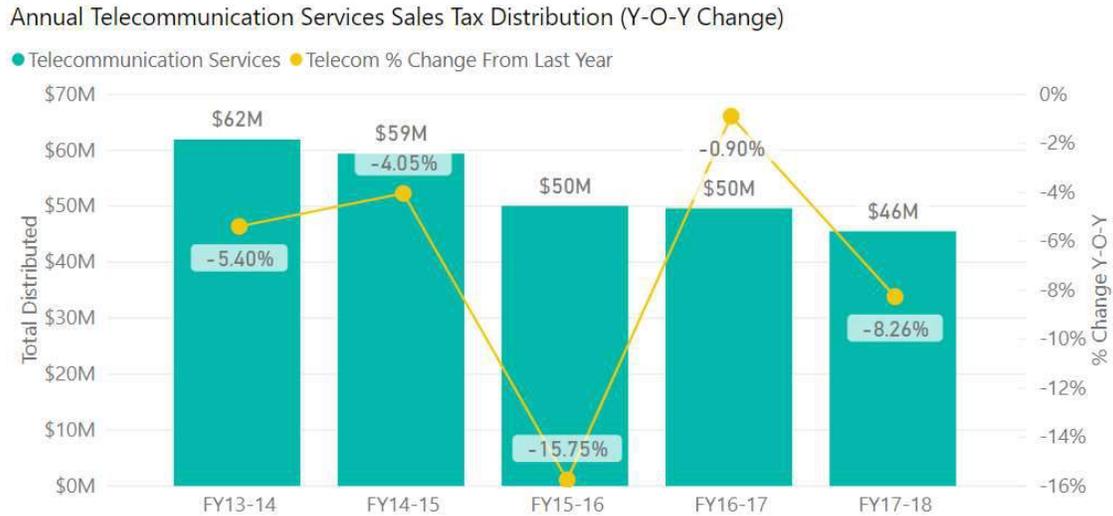
High volatility in distribution amounts over the past few years, coupled with such a strong correlation with unpredictable weather patterns, make forecasting the next fiscal year highly uncertain. Based on trends since the distribution change went into effect in 2014, **we project a 1.3 percent decrease in natural gas sales tax revenues in FY19-20.**

Similar to electricity, because any future adjustments to this distribution will be made based on statewide property tax levies, it will not be affected by any changes in current users of natural gas in your town or on any population gains or losses you experience.

3.2.3 Telecommunications Sales Tax

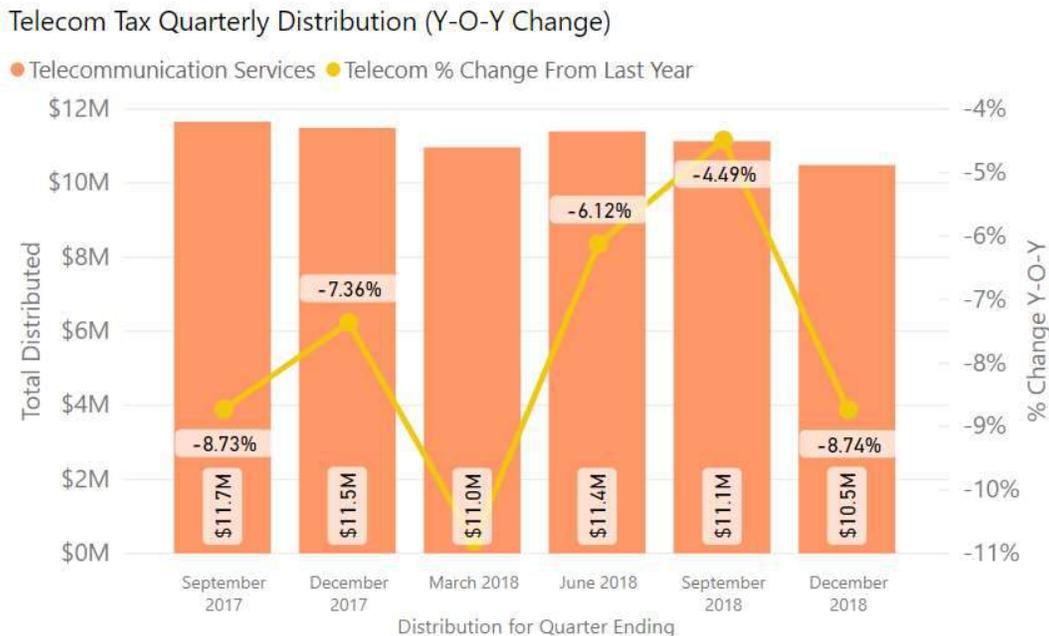
Annual totals for telecommunication sales tax distributions have declined every year since Fiscal Year 2008-09, though to varying degrees. The total distribution for the most recent fiscal year (2017-18) was 8.3 percent lower than the prior fiscal year (2016-17) (See Figure 15).

FIGURE 15



The September 2018 quarterly distribution was down 4.5 percent from the same quarter last year, and the December 2018 quarterly distribution was down 8.7 percent from the same quarter last year. The total amount distributed for these first two quarters was \$21,621,513.20. This amount is down 6.6 percent compared to the same period the previous year (See Figure 16).

FIGURE 16



Much of the decline is related to customers abandoning landline telephone service for mobile telephone service. Mobile penetration and engagement continue to increase among virtually all age levels. The CDC’s [2018 National Health Interview Survey](#) showed that more than one-half of American homes have only wireless telephones, and more than 75 percent of adults aged 25-34 live in wireless-only households.

Given this continuing trend, **we expect that annual statewide telecommunications revenues for FY18-19 will decrease by 3.3 percent.** We expect these revenues to decline further next year. **We predict telecommunications taxes will decline by 3.9 percent in FY19-20.**

For cities and towns **incorporated before July 1, 2001**, the distribution of this revenue is based on each municipality’s past share of the old telephone franchise tax, so there should be no local economic adjustments to the statewide growth estimate. These cities and towns will also be unaffected by any population changes.

For towns **incorporated on or after July 1, 2001**, the distribution is based on population, so some local variation from the statewide percentage is possible and differences between the 2017 and 2018 Certified Population estimates will affect distributions.

3.2.4 Local Video Programming Tax

Annual total video programming distributions have seen both growth and decline year-over-year in the last five fiscal years, though the overall trend is downward (See Figure 17) The overall decline is primarily attributable to cable TV customers “cutting the cord” in favor of streaming services. For FY17-18, there was a 2.6 percent decrease in video programming tax distributions.

FIGURE 17

Annual Video Programming Sales Tax Distribution (Y-O-Y Change)



The September and December 2018 quarterly distributions were down 4.4 and 1.2 percent, respectively. These first two quarterly distributions of FY18-19 totaled \$36,566,984.62 -- down a combined 2.9 percent from FY17-18 (See Figure 18).

FIGURE 18

Video Programming Tax Quarterly Distribution (Y-O-Y Change)



We expect that the statewide annual distribution will decline by 1.3 percent in FY18-19. Based on performance in recent years, we project that future revenues will also decline, though at a slightly slower rate. **We expect that video programming revenues will decrease by 0.1 percent in FY19-20.**

While this distribution is not based directly on population, population change is a factor in the annual distribution formula. As a result, growth or decline in population between the 2017 and 2018 [Certified Population Estimates](#) will affect these revenues, although not in the exact percentage as the increase or decline in population.

Cities with qualifying Public, Educational, and Governmental (PEG) channels are entitled to supplemental PEG channel support funds for up to three channels. These funds must be provided to the organization that operates the channel. The amount per channel for FY18-19 is approximately \$27,027. Factors that affect PEG funding include the total number of PEG channels and any returns of PEG channel money. We do not expect these factors to change materially in FY19-20.

To receive supplemental PEG channel funds, **you must certify your PEG channels to the Department of Revenue each year by July 15.** The 2019 certification forms will be available on the Department of Revenue website here: <https://www.ncdor.gov/documents/tr-peg-cable-peg-channel-certification>.

3.3 SOLID WASTE DISPOSAL TAX

The State levies a \$2 per-ton “tipping tax” on municipal solid waste and construction and demolition debris that is deposited in a landfill in the state, or transferred at a transfer station for disposal outside the state. Cities and counties receive 18.75 percent of the tax, and revenues are distributed on a per capita basis. Two of the past five years have seen over 5 percent growth in this distribution. However, FY17-18 experienced only 0.2 percent growth (See Figure 19)

FIGURE 19

Annual Solid Waste Disposal Tax Distribution (Y-O-Y Change)



So far this year, the September and December quarterly distributions rose by 3.8 and 6.4 percent. These first two quarterly distributions of FY18-19 totaled \$4,154,642.70, which is a 5.1 percent increase over the same period last year. (See Figure 20) The health of construction sector tends to be a contributing factor to solid waste revenue, and as mentioned earlier in the Economic Overview section of this report, housing starts in North Carolina were up 5.56 percent in December over the year prior.

FIGURE 20

Quarterly Solid Waste Tax Distributions (Y-O-Y Change)



The first two quarters of this distribution represent 53 percent of the annual total, on average. Therefore, with the current 5.1 percent growth, we expect this to be a higher growth year for this revenue source than last year. **We expect total distributions for FY18-19 to increase 4.0 percent from total distributions in FY17-18.** Taking into account historical data as well as economic forecasts for the upcoming fiscal year, **we project that solid waste tax distributions for FY19-20 will increase 0.4 percent over FY18-19.**

Because this revenue is distributed on a per capita basis, a particularly large annexation taking effect between July 1, 2018 and June 30, 2019, could justify projecting additional revenue growth for your municipality.

3.4 ALCOHOLIC BEVERAGES TAX

Alcoholic beverage tax is an excise tax paid by the producers of alcohol based on their sales of alcohol in North Carolina. A portion of taxes collected are distributed by the Department of Revenue to municipalities based on population. With the fiscal year running from April through March, cities can expect to receive the beer and wine sales tax distribution within 60 days of March 31.

At the time of this report, the 2019 alcoholic beverage tax distribution has yet to be released. The Department of Revenue was unable to provide any indication of anticipated growth or decline this year. Each fiscal year the total distribution has varied and seen both growth and decline, though with a general upward trend. The most recent fiscal year distribution (2017-18) totaled \$38,859,777, which was a decrease of 1.7 percent compared to the previous year. Growth in this distribution is dependent on the proportion of beer and wine sold in North Carolina, which are taxed in different amounts. An excise tax of 61.71¢ per gallon is levied on the sale of beer. An excise tax of 26.34¢ per liter is levied on the sale of unfortified wine, and an excise tax of 29.34¢ per liter is levied on the sale of fortified wine.

During the 2018 legislative session, the “brunch bill” (*S.L. 2017-87*) was passed, which allows local governments to permit the sale of alcohol on Sunday mornings beginning at 10 A.M. This legislative change, along with a strong economy this past year, as well as historical trends, lead us to project **a 2.1 percent increase in the upcoming 2018 distribution**. Based on long-term speculation of an economic slow-down, and assuming no further legislative change, **we would expect the 2020 distribution to see a slower rate of growth of 1.0 percent**. Because these distributions are based on population, it is important to incorporate factors like annexations or de-annexations during the fiscal year into your municipality’s projection.

A number of changes to the state’s system of alcoholic beverage sales are currently being discussed in the General Assembly. The League will continue to update municipalities on these changes and how they may affect future revenue in our quarterly Revenue Reports.

3.5 POWELL BILL

Beginning three years ago, the General Assembly began appropriating state dollars for Powell Bill funds, rather than the previous method of basing distribution on a percentage of gas tax revenue. In 2018, the General Assembly maintained an appropriation of \$147.5 million to the Powell Bill program for the 2018-19 fiscal year. Budget discussions are currently underway at the General Assembly. For the purposes of this memo, we are assuming that the Powell Bill appropriation from the state will be held constant at \$147.5 million. We appreciate the legislature's commitment to keeping Powell Bill funding steady at a time of declining gas tax revenues. If the General Assembly chooses to adjust the amount of Powell Bill funds in its budget, the League will let its members know.

Of the total annual distribution of Powell Bill funds, 75 percent is allocated among eligible cities based on population. Assuming the total amount of Powell Bill funds remains consistent at \$147.5 million, and the state's municipal population increases at approximately the same rate as it has over the last five years, **we would project the per capita allocation for the FY18-19 Powell Bill distribution to be \$19.33.** To estimate your expected population-based distribution, multiply this amount by your expected 2018 population. Your Certified 2017 Population Estimates (July 1, 2017 Estimates with July 1, 2018 Municipal Boundaries) can be found at the bottom of the Office of State Budget and Management's Municipal Population Estimates page: <https://www.osbm.nc.gov/demog/municipal-estimates>. You should adjust your 2017 Certified Population to account for any annexations going into effect between July 1, 2018 and June 30, 2019.

The remaining 25 percent of the Powell Bill distribution is allocated based on the number of city-maintained street system miles in each municipality. **The projected value of the mileage-based allocation for the FY18-19 Powell Bill distribution is \$1,591.15 per street mile.** After calculating your estimated city-maintained street mileage as of July 1, 2019, multiply that figure by the per-mile rate to calculate your city's total street mile allocation.

4 REMEMBER: REPORT YOUR BOUNDARY CHANGES!

Many state-collected revenue distributions depend on accurate municipal boundary information, either to calculate populations or to determine utility sales within the municipality. **It is the responsibility of individual municipalities to notify all appropriate organizations as soon as possible of any changes in their boundaries.** The list of organizations you are required to provide with a revised boundary map and a copy of your annexation ordinance includes: 1) the Register of Deeds, Tax Assessor, Board of Elections, and GIS department for any county in which your municipality is located; 2) the Secretary of State; and 3) all gas and electric companies that have customers in your city or town. **Failing to provide this information in a timely manner could result in lost revenue for your municipality.** Do not send copies of your annexation maps to the Department of Revenue, as this is no longer required.

In addition, your municipality should respond to the Annexation Survey included as part of the State Demographer's annual North Carolina Demographic Survey (NCDS), which can be found online at <https://ncds.osbm.nc.gov/>. In addition to information about annexations, the survey includes questions on group quarters and residential building activity. A letter will be mailed to all municipalities in the first part of May to confirm the current municipal point of contact for completing the annual survey. An e-mail will then be sent to the designated point of contact for each municipality by **June 28th** directing them to the online survey. The **Certified Population Estimates** – the estimates used for revenue distributions – include population living in areas annexed on or before **July 1, 2019**. The State Demographer cannot include these populations if the annexations have not been reported through the survey.

Please remember, you will receive **two** boundary and annexation surveys, one from the **State (June 28** – described above) and one from the **federal** government (in **January**); **both must be completed**. Completing just one survey will not provide the information for the other. More information on the federal BAS can be found at <https://www.census.gov/programs-surveys/bas.html>.

5 DEPARTMENT OF REVENUE CONTACT LIST

Listed below are the appropriate contacts at the Department of Revenue for questions regarding municipal concerns. (Please note that the former Cindy Honeycutt is now Cindy Matthews, so while the name has changed, the contact remains the same):

- Questions about the amount of revenue included in a distribution – Cindy Matthews, Distribution Unit, (919) 814-1118.
- Questions about the status of a municipality’s sales tax refund – Cindy Matthews, Distribution Unit, (919) 814-1118.
- Questions about the allocation of sales tax refunds to a municipality – Cindy Matthews, Distribution Unit, (919) 814-1118.
- Interpretation of sales tax laws – Ginny Upchurch, Director, Sales and Use Tax Division, (919) 814-1085.
- Requests for a list of claimants that received a sales tax refund in a county in which the city is located – Cindy Matthews, Distribution Unit, (919) 814-1118.
- Requests for a list of businesses that paid sales tax and may be engaged in a business subject to a food and beverages tax, room occupancy tax, vehicle rental tax, or heavy equipment rental – Cindy Matthews, Distribution Unit, (919) 814-1118.
- Requests for statistical data related to local taxes – George Hermene, Information Unit, (919) 814-1129.
- Requests for statistical data related to State-collected taxes – Schorr Johnson, Director of Public Affairs/PIO, (919) 814-1010.
- To change the email address at which you receive notification of distributions – Kathy Robinson, Financial Services Division, (919) 754-2525. If you have failed to receive an email notification of your distributions, do not contact DOR, but instead call the Office of the State Controller at (919) 707-0795.